

THE BULLETIN

OCTOBER 23, 1995 ~ 49TH YEAR ~ NUMBER 6

\$10 Million Gives Boost to Biomedical Research

BY MICHELLE NOBLE

A \$10 MILLION PRIVATE GIFT TO U of T will transform leading-edge biomedical research at the University and four of its affiliated teaching hospitals.

The gift, presented Oct. 18 by Anne Tanenbaum, will establish in perpetuity The Anne and Max Tanenbaum Chair Program in Biomedical Research. Through the program five medical research chairs in molecular medicine and neuroscience will be created at the Faculty of Medicine, the Baycrest Centre for Geriatric Care, Mount Sinai Hospital, Hospital for Sick Children and The Toronto Hospital.

"This is an extraordinary act of generosity. It ranks with the most important gifts in the history of Canadian philanthropy," said President Robert Prichard. "Anne Tanenbaum's stunning gift will make an enormous difference. It will move the University of Toronto to the forefront of global research in the neurosciences and molecular medicine. At the same time her gift reaffirms and strengthens the leadership of the Faculty of Medicine in its partnership with our outstanding teaching hospitals."

"The future of research in Canada depends on strong private support," he added. "Anne Tanenbaum has set a new standard for the course and we are deeply grateful."

Tanenbaum, who has 22 grandchildren and 11 great-grandchildren, said concern for the health of future generations inspired her gift. "Research is vital to finding cures for illnesses that have touched my family as well as other families," she said. "We have to strive to find these cures."

Dean Arnold Aberman of the Faculty of Medicine said research in neuroscience and molecular medicine at the University and its teaching

hospital partners will form the groundwork to take patient care into the next millennium. "In addition to research therapies for afflictions such as strokes, epilepsy and Alzheimer's disease, the institutions will study the causes rooted in the genes. It's the new era of medicine."

The gift builds on current research initiatives of the University and its teaching hospitals. Molecular medicine and neuroscience have been

targeted by the faculty as two main research priorities. The faculty's new research chair will focus on one of the areas.

In molecular medicine, it is expected that many of the genes responsible for cancer, cardiovascular disease, mental and rheumatic illnesses will be identified in the near future, leading to novel treatments

~ See \$10 MILLION: Page 4 ~

Province Will Suffer from Draconian Cuts

BY ALFRED HOLDEN

THE COMMON SENSE Revolution could backfire on the province's economy and people, warns the Council of Ontario Universities. The potential "is very great and should not be underestimated by politicians,

government officials or university administrators," states COU's official response to Premier Mike Harris' central policy initiative.

The COU document, Government Grants, Tuition Fees & Student Aid, was sent Oct. 19 to all members of the Ontario legislature. The government is preparing a major economic statement next month where cuts of \$400 million to funding for post-secondary education are expected to be announced.

The brief says the planned cuts are so deep they cause "a ripple effect" that will seriously damage the economies of some regions and the province as a whole. This would occur in addition to a dramatic effect on university programs, which COU notes have already suffered from years of cutbacks.

Every dollar a university spends on salaries or goods translates into many more transactions in the economy and "such a drop in university funding carries with it serious declines in incomes and employment across the province, the regions and the entire Canadian economy," says COU president Bonnie Patterson in a letter accompanying the brief. Across Ontario "such a tremendous reduction in spending... will seriously affect the economic security of municipalities, businesses, industry and local residents."

Jerry Gaultreau, communications assistant to John Snobelen, minister of education and training, declined to comment on the brief Friday. "They [COU] are saying, 'Here's potentially how we might be impacted upon.' But until Mr. Eves [finance minister Ernie Eves] makes his fiscal and economic statement towards the middle or end of November, it's all conjecture, so it's hard to respond."

~ See PROVINCE: Page 4 ~

FACE TO FACE



of U of T Day Oct. 14 was rainy but people still turned out in droves, mainly for indoor events featuring everything from robot wrestling in computer engineering to a ribbon cutting at social work for a new centre for anti-racism, multiculturalism and native issues. The annual campus-wide open house is also a recruitment opportunity and this year the Department of Alumni & Development invited 1,000 top-notch high school students from southern Ontario to see what U of T has to offer. They started their visit at Convocation Hall where President Robert Prichard, above, chatted with a few before he addressed the assembly. Keep four criteria in mind when you choose a university, he advised them — its reputation, your own interests, the challenges an institution can offer and the possibilities it offers for fun.

ANDRE SCHIMMION

INSIDE

Entrepreneur at OISE

MARGARITA DE ANTUNIANO KNOWS how to mix business and education. Profile. Page 5

Common Sense (I)

A RANDOM SURVEY REVEALS widespread criticism of the Common Sense Revolution's position on university funding. Page 7



Common Sense (II)

ALBERTA UNIVERSITIES TRIED to tell the public what the cuts would mean but no one listened. Now it's Ontario's turn. Forum. Page 16

Out with the old geezers

A STAGGERING ZERO PERCENT of practising academics were born in the years since 1980. That's the crux of our problem, suggests columnist Nick Pashley. Page 10

Yes? No? Questions Abound

BY KARINA DAHLIN

EARL FRY, A VISITING PROFESSOR from Utah, is travelling to Quebec this week to observe the Oct. 30 referendum campaign up close.

He and other American scholars interested in Canadian politics will meet with separatists and federalists to ask some poignant questions. From the Yes camp they will try to find out more about plans for a transition period between the referendum and separation, said Fry, a professor of Canadian studies at Brigham Young University and this year's visiting Bissell-Hyde Fulbright Professor in Canadian-American Studies at U of T's Centre for International Studies.

"I think separation will bring some very, very significant economic turmoil for Quebec," said Fry, who

published the book *Canada's University Crisis: Implications for U.S.-Canadian Economic Relations* in 1992.

"I don't think Lucien Bouchard's statements really reflect the problems that will arise in the short and medium term. I think it will be a much more difficult transition than the PQ camp is saying. Not that Quebec can't be independent in the long term but it will be a very difficult transition period."

Despite Fry's obvious preference for a united Canada, he also has some probing questions for the federalists. "If there's a No vote, which I anticipate, will anything be done to try and make Quebecers happier in Confederation? They never did sign the 1982 constitution and of course Meed Lake and Charlottetown didn't work but can something be done, short of constitutional discussions, which

no one wants? Something to show that Quebec is indeed distinct in its culture and language? What sort of rapprochement will go on between the rest of Canada and Quebec after the referendum?"

In his book Fry said that at least three million jobs on each side of the US-Canada border depend on trade, investment and tourism links between the countries. Quebec's separation would cause disruptions in the job market, he predicted. "There would be at least a temporary loss of jobs in Quebec, some loss of jobs in the rest of Canada but probably also a loss of jobs in the United States."

Canada, not Japan as many believe, is the US' leading trading partner, Fry said. Still mainstream America has shown very little interest in the

~ See YES? NO? Page 2 ~

AWARDS & HONOURS

Faculty of Arts & Science

PROFESSOR AMRITA DANIERE, who joined the Department of Geography July 1, was voted the Professor of the Year in the School of Social Ecology at the University of California at Irvine. Daniere was chosen by undergraduate students for her "dedication and commitment to the enrichment of undergraduate education." There are about 2,000 undergraduate students in the Irvine ecology program.

PETER HARRIS, ASSISTANT DEAN AND FACULTY SECRETARY OF the Faculty of Arts & Science has been named the first recipient of the Urmila (Uma) Sarkar Award of the Arts & Sciences Students' Union. The award was created to recognize outstanding service to students above and beyond a person's general responsibilities. Recipients will have their name engraved on a permanent plaque in the ASSU office as well as receiving a personal plaque. ASSU will also donate \$500 in the winner's name to a charity of his or her choice.

Faculty of Applied Science & Engineering

PROFESSOR I.B. TURKSEN OF THE DEPARTMENT OF Industrial Engineering has been awarded the 1994 Lofti A. Zadeh Best Paper Award in the scientific field of fuzzy logic for his paper Type I and "Interval-Valued" Type II Fuzzy Sets and Logics, presented at the Third International Conference on Fuzzy Theory & Technology held at Pinchurst, North Carolina. The award, sponsored by the conference organizers, is named after a University of California at Berkeley professor credited with inventing and helping to define the term fuzzy logic to describe a kind of mathematics that allows for degrees of uncertainty.



School of Graduate Studies

ANDREW GILLETT, a PhD GRADUATE OF THE CENTRE FOR Medieval Studies, has won the Canadian Association for Graduate Studies/University Microfilms International Distinguished Dissertation Award. Gillett, who is now teaching in Australia, won the 1995 prize for dissertations in the humanities, fine arts and social sciences. His research explored envoys and diplomacy in the fifth and sixth centuries.

Faculty of Medicine

PROFESSOR ERIC BARKER OF THE DEPARTMENT OF FAMILY & Community Medicine has received the 1995 Hollister King Teaching Practice Preceptor Award for his teaching of second-year family medicine residents. He was nominated by residents. The award is one of two offered by the Department of Family & Community Medicine in honour of King, co-founder of the department's teaching practice program.

PROFESSOR BOB ERLICH OF THE DEPARTMENT OF Paediatrics has been named the recipient of the Dr. Gerald S. Wong Service Award of the clinical and scientific section of the Canadian Diabetes Association. The award is presented annually to a Canadian physician whose contribution to people with diabetes has been truly outstanding.

PROFESSOR ARLETTE LEFEBVRE OF THE DEPARTMENT OF Psychiatry has received the Gold Distinguished Service Award from the Easter Seal Society for her extraordinarily valuable services on behalf of children with disabilities.

PROFESSORS RUSSELL SCHACHAR AND ROSEMARY TANNOCK of the Department of Psychiatry have been awarded the Elaine Schlosser Lewis Award by the American Academy of Child & Adolescent Psychiatry for the most significant article published in the past year in the *Journal of the American Academy of Child & Adolescent Psychiatry* on attention deficit disorder. Their paper is titled "Test of four hypotheses for the comorbidity of attention deficit hyperactivity disorder and conduct disorder."

Victoria College

UNIVERSITY PROFESSOR JULIA CHING OF RELIGIOUS STUDIES at Victoria College has been awarded the Federation of Chinese Canadian Professionals (Ontario) Education Foundation 1995 Award of Merit. This award is given annually in recognition of distinguished Chinese Canadians with outstanding achievements. Ching received her award at the 1995 Federation of Chinese Canadian Professionals (Ontario) Conference Oct. 14 where she was also guest speaker.

Compiled by Joan Griffin, 978-5367; e-mail, jaang@dur.utoronto.ca

IN BRIEF



Take Our Kids to Work

ANY U OF T PARENT WITH A CHILD IN GRADE NINE OR ANYONE WHO would like to sponsor a student can participate in Take Our Kids to Work Nov. 8. The program, coordinated by the Metropolitan Toronto Learning Partnership, gives 65,000 grade nine students the opportunity to take a closer look at the world of work. Through this initiative young people can also discover the links between education and their own futures. The children will spend part of the day with their parents/sponsors and the rest of the time on tours and other activities. If you would like to participate, contact Peter O'Brien, manager of community and university relations, at 978-8638, fax 978-3958.

McGregor steps down

IAN MCGREGOR, DIRECTOR OF THE DEPARTMENT OF ATHLETICS & Recreation, has resigned effective Oct. 31. He plans to move to BC to pursue opportunities in risk management, a relatively new field that considers liability risks and preventive measures in sports. McGregor came to U of T in 1990 from his position as athletics director at St. Mary's University in Halifax. At U of T he helped the department develop a mission statement and new organizational structure and budget process. Professor Bruce Kidd, director of the School of Physical & Health Education, has been appointed acting director of the department. During this period the University will consider possibilities for a different association between the department and school.

Job postings in cyberspace

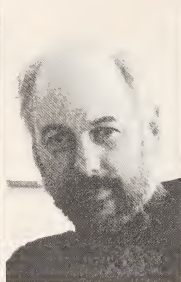
ARE YOU LOOKING FOR WORK OR A DIFFERENT JOB AT U OF T? THERE is now a new way to find out. Beginning Oct. 31, personnel offices on all three campuses will be advertising administrative, non-union job opportunities on the World Wide Web. These postings can be reviewed by accessing the following file: <http://www.utoronto.ca/jobops/index.htm> or by choosing Job Opportunities on the main U of T home page. For those without access to the Internet, new jobs will continue to be posted in over 200 locations across the University, including the Human Resources Department at 215 Huron St., 8th Floor.

IN MEMORIAM

Robert Deshman's Commitment Inspired Students, Colleagues

PROFESSOR ROBERT DESHMAN of the Department of Fine Art and the Department of History of Art died July 13 after an eight-year battle with cancer.

Deshman's teaching and scholarship focused on the fields of art history and medieval studies. His dedication to medieval art and his commitment to the highest academic standards led many students into graduate study. "He freely gave his time and advice to his students, demanding of others what he expected of himself," said Professor Philip Sohm, a friend and colleague. "Students and colleagues admired his incisive mind, highly organized presentation, economy of expression and balanced treatment. They cherished his integrity, his concern for individuals, his care for their general welfare



and his passion in an appropriate cause."

Raised in Ohio, Deshman completed an AB degree in humanities

at the University of Chicago in 1963 and an MFA at Princeton in 1965. He was a Fulbright scholar at the University of London for two years in the mid-1960s before joining U of T in 1968. He was awarded a PhD from Princeton in 1970.

Deshman's scholarship was of the highest distinction. In 1974 he received the prestigious A. Kingsley Porter Prize of the College Art Association of America for the most outstanding contribution by a younger scholar to *The Art Bulletin* and a Kress fellowship to the Institute for Advanced Study at Princeton. He contributed to numerous publications around the world and his last book about the liturgical illuminated manuscript, *The Benedictional of Aethelwold*, was published a month before he died.

Yes? No?

Continued from Page 1 - referendum campaign. "Americans always consider Canadians to be their best friends but when you ask them specific questions about Canada, they don't know very much," Fry noted.

A number of academics are interested in developments north of the border. With this audience in mind Fry and his colleagues are visiting Quebec. They plan to present their findings to other Canadian studies scholars at a conference in Seattle in November, organized by the Association for Canadian Studies in the US.

UNIVERSITY OF TORONTO

THE BULLETIN

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Goggio Family Gives \$1 Million

BY ALIDA MINICHELLA

THE FACULTY OF ARTS & Science and Roberts Library have received a gift of \$1 million US that will be used to establish a chair in Italian studies and an Italian studies collection.

The Emilio Goggio Chair in Italian Studies and the Emilio and Emma Goggio Italian Studies Collection will be funded in honour of the head of the Italian, Spanish and Portuguese department from 1946 to 1956 and his wife Emma.

Emilio Goggio played a key role in the emergence of Italian studies as a scholarly discipline in North America. Born in Italy, Goggio grew up in Boston. "He made up his mind to devote his life to letting people know about the contributions of Italians," said his son, Ernest. Emilio earned a BA from Harvard University in 1909, an MA from U of T in 1910 and a PhD from Harvard in 1917. He taught at the University of California and the University of Washington before returning to Toronto in 1920, where he stayed until 1956.

One of the founders of the

American Association of Teachers of Italian and its journal *Italia* Goggio was one of the first scholars to study literary relations between Italy and the United States. He was also a pioneer in Italian-Canadian studies.

Professor Massimo Ciavolella, chair of the Department of Italian Studies, will be the first Emilio Goggio Professor of Italian Studies. The chair will continue to be held by subsequent department heads, who will be responsible for building links with other universities around the world, strengthening undergraduate and graduate education and contributing research to the field of Italian studies.

The Emilio Goggio Italian Studies Library Collection will be a multidisciplinary collection of books and other scholarly material in Italian and on Italian subjects. Currently U of T's 40,000-title Italian studies collection is one of the largest and most comprehensive in North America, ranking just behind Harvard. With the donation U of T will build its collection, particularly in Renaissance holdings, into the premier collection of its kind by a North American university.

Strengthening and Stretching Athletics

BY JANE STIRLING

FUNDING, ACCESSIBILITY AND better links between programs are the focus of a task force examining intercollegiate athletics.

The 14-member group, composed of students, staff, faculty and alumni, will deal with a range of issues that affect intercollegiate sports, said Professor Bruce Kidd, chair of the task force, director of the School of Physical & Health Education and acting director of the Department of Athletics & Recreation. "The whole landscape of athletics and recreation at U of T and across Canada is changing. Rather than deal with all the issues in a piecemeal fashion we decided to step back and take a comprehensive look at the whole field."

The task force will report back to the council of the athletics department early in 1996.

With ever-tightening University and government budgets, funding is a major consideration. "Everybody wants more and everybody needs more," Kidd said. "The funding for intercollegiate programs has been cut back over time and there are many new and legitimate demands for programs by other constituents."

The current two-tier model will be examined, he said. At the moment the eight men's and eight women's teams in intercollegiate sports (among them football, volleyball, basketball and swimming) are funded by the department and by a student levy. On the other hand athletes in club sports, who also represent the University, receive only ad-

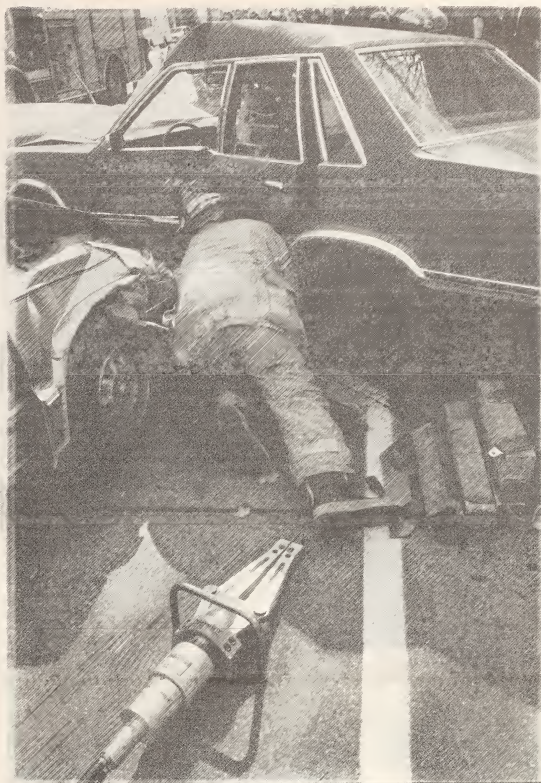
ministrative assistance from the department and team members pay their own travel, uniform, equipment and referee costs.

User-based fees are one option, Kidd said. However, athletes, particularly in club sports, are already shouldering a high cost. Implementing such a system might also price U of T out of the market. "We want students who are also athletes to think of U of T as an attractive place to enrol. If we lay on a \$1,000 user fee to play on an intercollegiate team, people might say 'That knocks U of T off our list.'"

Federal government funds to the Canadian Interuniversity Athletic Union are also decreasing. The subsidy, soon to be eliminated, helps offset travel costs among universities. The task force plans to discuss the possibility of competitions between U of T and non-university partners such as community colleges and sports clubs in the city.

Accessibility and equity are concerns for Brian Pronger, the graduate student representative on the task force. "The Graduate Students' Union wants to see DAR's resources equitably distributed," he said. All students pay fees to the athletics department but not all students can participate on intercollegiate teams. Current CIAU regulations require participants to be full-time students, eligible to play for five years. This excludes most graduate and all part-time students, Pronger said. Disabled students are also excluded. The task force will examine eligibility requirements, Kidd said, but any changes would have to be agreed upon by universities across Canada.

SOBERING REMINDER



Cars, alcohol and a busy intersection add up to a deadly combination. Fortunately in this two-car crash at St. George and Wilketts Sts., no one was hurt because the accident was staged as part of National Alcohol Awareness Week Oct. 16-20. The U of T Police and Students' Administrative Council organized the event to remind students of the dangers of drinking and driving. The Toronto Fire Department was also on hand with the jaws of life (in foreground) to cut the roof off one of the vehicles and remove an "unconscious victim."

Faculty Rethinks Leniency for Plagiarism Offences

THE FACULTY OF ARTS & Science will reconsider its leniency towards those who commit plagiarism for the first time, says a letter to the editor of *Saturday Night* magazine.

The letter, written by Professor Donald Dewees, acting dean of the Faculty of Arts & Science, was submitted to the editor in reply to an article entitled Cheaters Prosper in the magazine's October issue. The article contains excerpts of a letter sent by a faculty administrator to a student who committed plagiarism. While the unnamed student admitted plagiarizing most of an essay, the standard sanction, a zero in the course, was not applied. Instead the faculty put an annotation on the student's transcript for a limited time. The note would be cleared "for one day only" to allow the student to apply to a US university with "a clear transcript."

In his Oct. 12 letter to the editor Dewees explains the University's

standard penalty for first offences — zero for the work, the course and a note on the student's transcript for one year — is sometimes reduced in special cases. "This flexibility is exercised only with respect to first offences, and in cases where there are some extenuating personal circumstances or serious

problems in the disciplinary process."

Lifting an annotation of academic offence on a transcript is extremely rare, he says, and the faculty will reconsider the appropriateness of this practice "even in rare and extenuating circumstances."

Mention of the *Saturday Night* item raised quite a few eyebrows when it arose as information at Academic Board Oct. 5. "I was in a position to watch peoples' faces as this issue was described and never has an issue had the more rapt attention of the Academic Board," said Professor Michael Marus, board chair, in an interview later.

Professor John Furedy, who brought the issue forward, said that "it seems to me that this letter obviously poses the question, 'Are we really a research university of the first rank with an international reputation?'"

Dewees agreed to meet with Provost Adal Sedra to discuss the matter further.



Donald Dewees

DAVID WOOD FAHRT

Universities Close in on Distance Education

U of T, McMaster, Waterloo engineering faculties share resources, pool talents

BY SUZANNE SOTO

ONE GLANCE AT ITS BRIGHT blue walls, comfortably padded chairs and small black metal boxes activating individual student microphones and it becomes apparent to anyone entering room 158 at the Wallberg Building that this is no ordinary classroom.

The most distinguishing features of the room, however, are a pocket-book-sized video camera mounted discretely on a shelf along a wall and

two large television screens, standing tall at the front of the room and beaming in images of an almost identical classroom 70 kilometres away at McMaster University in Hamilton.

Welcome to the Engineering Remote Classroom Network (ERCNet), a new, collaborative venture in distance education launched this fall by the Faculty of Applied Science & Engineering and the engineering faculties of McMaster and the University of Waterloo working under the acronym McWaTor.

Established at a cost of \$400,000, shared equally by the three institutions, the McWaTor network consists of individual classrooms at each site equipped with fully interactive video and audio technology. Each room is linked to the other two and can accommodate between 20 and 25 students. The classrooms were officially opened on Oct. 13 in a ceremony attended by such dignitaries as Elizabeth Witmer, Ontario's labour minister, and Terence Young, parliamentary assistant for colleges

and universities in the Ministry of Education & Training.

Both Witmer and Young praised the university partnership for showing leadership and responding to the challenges facing education, particularly in these difficult financial times. "I know we will face challenges but I think we will continue to have a world-class system with these types of initiatives in place," Witmer said.

Professor Michael Charles, U of T's dean of engineering, said in an interview after the opening that ERCNet arose out of a desire by the three engineering schools to share educational resources and pool teaching talent for the benefit of their students — graduate students, for the time being. The technology eliminates the need for students and instructors to travel between institutions and students have better access to top specialists in their fields as well as to a greater variety of courses, he noted.

Three courses have been offered through the network since it started operating in September: plasticity and metal forming, taught by mechanical engineering professors Bob Fenton of U of T, Robert Sowerby of McMaster and John Lenard of Waterloo; analytical electron microscopy, by Professor Doug Perovic of U of T's Department of Metallurgy & Materials Science; and

transportation demand analysis, by civil engineering professors Eric Miller of U of T and Bruce Hutchinson of Waterloo.

Students taught Perovic's course praised the technology, though they were also aware of its shortcomings. "It's great, because we have the instructor here and we can interact with students at the other universities," said Evelyn Chung, a student completing a master's degree in metallurgy and materials science. "On the other hand people at McMaster might find it quite boring to only see a TV screen, even though the professor tries to make the classes interesting by showing slides and talking into the camera."

Eva Ciper, completing a graduate degree in genetics and biomaterials, said she, too, is glad to have a "live" instructor. "However, [the technology] is interesting and it does allow more people to take this course," she commented.

The universities hope to eventually make the network available to other institutional and industry users. Last spring ERCNet was used to deliver one-day and two-day seminars on management of technology, entrepreneurship and materials science to the McWaTor sites and to participants at the Sheridan Park Research Community in Mississauga.

G·E·T W·E·T



WITHOUT GETTING SOAKED

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\$10 Million

— Continued from Page 1 —

based on replacement of defective genes. Similar advances are occurring in the neurosciences — from identifying and studying genes involved in neurological disorders to the examination of the way the brain thinks and operates.

The joint hospital/University chair in cognitive neurosciences at Baycrest Centre for Geriatric Care will strengthen the cognitive neuroscience research activity at the centre's Rotman Research Institute.

The Hospital for Sick Children/University chair in molecular medicine will include research into the identification and characterization of genes involved in disease and gene therapy — the treatment of disease by transferring genetic material into the body. A joint hospital/-

University chair in molecular medicine will also be established at Mount Sinai Hospital at its Samuel Lunenfeld Research Institute.

The hospital/University joint chair in neurosciences at The Toronto Hospital will conduct research into stroke, trauma, epilepsy, paralysis and brain aging by examining the genes involved.

Earlier gifts by Anne Tanenbaum established two research chairs, one at Baycrest's Rotman Research Institute and the other at Mount Sinai's Samuel Lunenfeld Research Institute.

Selection committees will begin an international search process to find suitable candidates for each of the chairs. It is expected that all five chairs will be operating by mid-1996.

Province Will Suffer

— Continued from Page 1 —

The brief urges the government to choose a more moderate approach. Among other alternatives the council recommends the adoption of income-contingent repayment plans that would permit shifting more of the cost of education onto students while keeping university doors open to people with average or low incomes. As well it suggests giving universities more flexibility to set tuition fees.

Its proposals represent "a creative response" that will help universities restructure to cope with diminishing government funds.

The council notes that provincial operating grants per capita are the

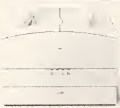
lowest nationwide, well below Alberta's after its recent cuts in funding for post-secondary education, according to COU.

"The Council of Ontario Universities appreciates the need for change to ensure our provinces' economic and financial future," the brief says. "However, we also believe that it is extremely important for you to understand the significant impact of such cuts. The prospect of major cutbacks in operating grants raises the potential for irreversible damage to our universities, to the lives of thousands of employees and hundreds of thousands of students, and to businesses and individuals across Ontario."

Economics 101



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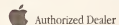


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PROFILE

BEYOND HER YEARS

A doctoral student with business savvy brings Mexicans and Canadians closer together

By ALIDA MINCHELLA

IT'S A RATHER DELICATE question — querying someone about their age — but in this case it's one that begs asking.

To explain: Margarita De Anafuano recently celebrated the one-year anniversary of her brainchild, the Canada-Mexico Cultural Exchange Centre. She has also operated a languages and art school for more than 10 years in Guadalajara, coordinated the Modern Language Centre at the University del Valle de Atemajac, received a master's degree and is working on her doctorate in adult education at the Ontario Institute for Studies in Education. Sporting a dark plaid skirt and loafers, her youthful looks are more evocative of a



to OISE," she says. Her vision focuses on one-stop shopping: Spanish language classes, personal consultations for people interested in working, investing, studying or travelling in Mexico, translation services, cultural awareness training and educational exchanges available in Canada and Mexico.

"My objectives are to facilitate the creation of links between Canada and Mexico," says De Anafuano, who runs the centre on her own. She recently opened a second office in Grand Bend, on the shores of Lake Huron, because, she explains, she likes the area and its closeness

to water. A percentage of her business income goes back to OISE to financially assist international students.

The language classes have been very popular. In the first year De Anafuano taught three groups of 15 students at various levels. This year she has seven classes. "Students

use the language right from the first class," she says. "I want to get them to think in Spanish rather than translate from English." Students are also encouraged to take responsibility for their learning by telling the instructor what it is they are interested in learning. "I want to teach things that are meaningful to them. By the end of the beginner's course, they have basic survival skills."

Cross-cultural training, aimed mainly at executives with dealings in Mexico, provides knowledge about what is and is not acceptable in the Mexican culture. "For example, in Latin America, they are very 'touchy,'" she says, tapping me on the arm. "Here, we don't do that. When you have an understanding of the culture, you don't feel as uncomfortable with that kind of thing."

For the first educational exchange senior Mexican university students will be placed in Ontario schools to volunteer as teachers' assistants. In the future she would like to arrange the same type of exchange in Mexico. Her visits to 25 Mexican universities have proven promising, with many expressing interest in an internship program. "I'm thrilled with how things are going."

If the last 10 years are any indication, she will have a lot more to be thrilled about in years ahead.

Searching for Key to Syndrome X

A DISABLING HEART CONDITION whose victims are mainly women is the focus of a study by researchers at Mount Sinai and U of T.

Syndrome X sufferers, 70 percent of whom are female, complain of chest pains typical of angina, a condition that occurs when the heart is not receiving enough blood or oxygen. Non-invasive tests, such as electrocardiograms or treadmill tests, also suggest angina. "It would appear that these people have significant symptoms of this condition but when we do an angiogram, the arteries are normal," said Professor Allan Adelman of the Department of Medicine, primary investigator for the two-year study funded by the Heart & Stroke Foundation of Ontario.

Researchers are examining two possible causes for the condition. One focuses on the possibility of an abnormality in the lining of the arteries (the endothelium) that controls the actions of blood vessels. The other hypothesis suggests a functional abnormality in the small blood vessels off the main arteries. Neither the endothelium nor the small vessels can be seen on an angiogram.

The study at the hospital's cardiovascular clinical research laboratory started in the summer and involves 36 patients, said Dr. Peter Seidlin, co-investigator on the study. Researchers are combining several techniques in an effort to obtain the most complete picture, including function and structure, of the coronary arteries. First they use

a method called intravascular Doppler to measure the speed of the blood flowing through the vessels. Then they use tiny probes called intravascular ultrasound to reveal cross-sections of the coronary arteries. Finally they administer drugs to test the endothelium for any abnormalities. "Normal arteries tend to dilate when they are infused with these drugs but if the endothelium is abnormal, the arteries will constrict," said Seidlin. "We hope to be able to correlate the coronary arteries' function and structure with patients who have apparently normal coronary angiograms."

U of T received more than \$6 million this year for a number of research projects from the foundation.

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Hart House Activities

Special Events

Gala Concert - Sunday, November 5th at 2 p.m. in the Great Hall. All welcome. Seating is limited. Tickets are available at the Hall Porters' Desk, 978-2462.
Graduate Dinner Series - Wednesday, October 25th at 6 p.m. with guest speaker Margaret Macmillan, professor of history. For tickets and more information, contact 978-2447.
Hart House Library - David Horner reading from *Sixty and Jack* on Thursday, October 26th at 7:30 p.m.

Student Seminars - Bung Lang Do (winner of the 1995 Eckhardt Grammar award) performs works by Haydn, Bachmanoff, Ligeti & Messiaen on October 28th at 3 p.m. in the Great Hall. Admission is free.

Theatre Day - First Annual One-Act Playwriting Competition. Competition is open to all U of T students, faculty, staff, and alumni members. For more information, contact 978-5362.

Hart House Wine Series - Thursday, November 9th, 1995 at 8 p.m. in the Music Room. For tickets and information, contact the Membership Services Office, 978-2447.

Art - **Committee's Performance Art Series** - Artist/Musician/performer "Mikio Kubota" performs vocal/musical improvisations on Tuesday, October 24th at 8 p.m. in the Music Room. **The Artistic M. Barnside Gallery** - Rae Johnson, painting. Show runs until November 9th. Art Room - "Student Art Exhibit" - Rose Gordon. Show runs until November 4th.

Music - (For more information, contact 978-5362)

From the Hart Series - Chris Lakerides (versatile folk & blues) performs on Thursday, October 26th, Chris Warren (jazz/folk with guitar) performs on Thursday, November 2nd - 8:30 p.m. in the Art Room.

Jazz at Oise's - The Tracey Wilkins Quartet performs on Friday, October 27th. The Toronto Jazz Quartet performs on Friday, November 3rd - 8:30 p.m. in the Art Room.

Breakdown Concert with Stephen Hen (guitar) on Thursday, October 28th in the Music Room.

Clubs - **Semi-Formal Debates Series** - Topic for debate is "DNA Fingerprinting in the Courts" on Tuesday, October 31st at 7 p.m. in the Debates Room. Everyone welcome.

Investing Club - Kim Shurens of ANI Partners Inc. speaks on "Fundamental Value Investing" on Wednesday, October 25th. Andrew Scipio del Campo, Sr. speaks on "International Investing" on Wednesday, November 1st - 6 p.m. in the East Common Room.

Vega Club - Beginner and Intermediate classes on Monday and Wednesday evenings. Contact the Hall Porters' Desk at 978-2462 for more information, sign-up, and class schedule.

Athletics - (For scheduling of organized athletics instruction classes, drop-in fitness, pool, and athletics facility hours are available for pick-up at the Hall Porters' Desk, Membership Services Office, and the Athletics Reception Desk.)

Table Tennis Club - meets Fridays at 7 p.m. in the Lower Gym.

Underwater Club - Scuba training course Tuesdays at 7 p.m. Registration still accepted.

November is Membership Campaign month. Help strengthen Hart House! Introduction new Senior Members November 1st to 30th. Register for the two top point table of the month. Details at the Porters' Desk, 978-2462 or Membership Services Office, 978-2447.

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JEWELL RANDOLPH

Wedding Fisticuffs a Thing of the Past

BY ALFRED HOLDEN

PICTURE THIS: URINATION, FIGHTS, litter, congestion. Those aren't moments people want captured in their wedding photographs. But this is what newlyweds and their parties are bringing to U of T when they come to have their pictures taken.

"The mere presence of so many people makes it difficult for other people to use the space in a peaceful way," says Professor Lynd Fergusson, who as University College principal lives in the brick cottage attached to the west wing of the historic complex. Unbeknownst to people who aren't at U of T on weekends, UC and especially the picturesque areas around the Cnft Chapter House are among Toronto's hottest wedding portrait properties.

The problems large nuptial crowds bring have prompted U of T to regulate use by requiring permits, charging fees and recommending alternative sites, says Schuyler Jones, director of the Office of Space

Management.

Starting next year wedding parties or their photographers will have to pay \$100 (\$50 if they are affiliated with U of T) and book the exact location and time ahead, Jones says. Photographers, who prefer Gothic buildings with ivy on the walls, may not receive their first choice. U of T Police will be asked to help enforce the rules.

Fergusson said he's seen as many as 15 wedding parties at a time jockeying for position around UC on a Saturday or Sunday. With each one, there's a large contingent. "It's bride and groom and photographer and assistant and best men, and women in red dresses and guys in pink tuxedos. Stretch limousines with pom-poms on them line up right around (King's College or Hart House) circle."

Sometimes people accompanying the parties urinate in corners, Fergusson said. The wedding contingents can also make life difficult for students, faculty and members of the public by barring their passage.

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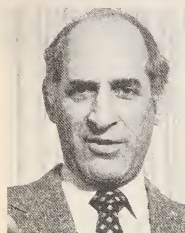
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IS THE HARRIS REVOLUTION COMMON SENSE?

We're streamlining, we're cutting back; don't gut the university system, says U of T community

IN A RANDOM SURVEY *THE BULLETIN* ASKED members of the U of T community for their thoughts on this portion of the Harris government's Common Sense Revolution: "We believe that sufficient funding [for universities and colleges] can be provided while still reducing the burden on taxpayers by \$400 million. Universities and colleges must take on the obligation to find as much of that \$400 million savings possible by streamlining their bureaucracies and operating systems. The remainder of the necessary funding can be found by charging students a fairer share of the costs of the education they receive."



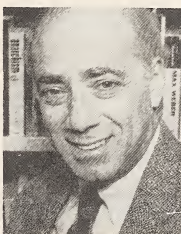
PROFESSOR MARTIN WALL,
chair of the Department of Psychology:
"A uniform, across-the-board cut for all sectors — including that of universities and colleges — is the quickest but most unimaginative and cowardly way to reduce government costs. It obviates the need to differentiate among the various sectors with respect to their needs and the relative impact of cuts, and it makes the tacit assumption that since the cut is uniform across sectors it is fair. This is an abnegation of leadership. The remarks that we must find as much of that \$400 million 'by streamlining bureaucracies and operating systems' is another unimaginative, hackneyed, boilerplate statement that governments always use when they impose cuts. Charging students a fairer share of the costs of their education only makes sense in the context of programs to maintain accessibility through fair loan and payback schemes. Without these, university education will once again be available only to the privileged few whose families can afford the costs. The statement as it stands does not include reference to such programs."

BARRY MCCARTAN,
executive director, Association of Part-time Undergraduate Students:
"The government wants students to pay their fair share, but they are already paying roughly one-quarter of the cost of running the University, if you look at what students are paying in tuition and ancillary fees. The second option available is to streamline the administration but it was obvious from the length of the lineups at registration that the University isn't overstaffed. It is regrettable a mistake for the government to reduce its debt load regardless of the costs to education. The government's approach to cutting \$400 million is crazy. To say that funding should be cut without considering the consequences is moving us in the wrong direction. Government is proposing these cuts to funding and is not considering how students will make up the money for tuition. They are not prepared to address changes to the Ontario Student Aid Plan this year and that will result in more students renegeing on their loans. Numerous studies have

shown that Canada must invest in education and training to ensure long-term economic growth."



LOUISE OLIVER,
president of the U of T Staff Association:
"The University has been grappling with cuts for a long time. The statement assumes that we have been operating without any examination of efficiencies to streamline our operations while we've been working on just that for the past several years. It implies that we have fat to cut, and we don't. What the government is also saying, and the message we are hearing, is that job losses may be minimized or offset at the expense of the students. We don't want to see that."



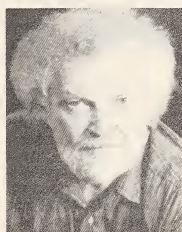
PROFESSOR MICHAEL MARRUS
Department of History, chair of Academic Board:
"A crucial concern we have at the University of Toronto is maintaining our competitive position vis à vis the leading universities in North America. By any measure, our funding per student falls far short — not only in comparison with the front rank of American state universities but also in comparison with other provinces. We are prepared to do what we can to reduce costs. It would be folly for the government, however, to reduce our international standing further. Scholarship is increasingly international and our university, like Canadian business, should be equipped to compete with the best in the world."

PENNY HAY-ROE,
central administration personnel officer:
"The University is already re-engineering a number of processes and we're seeing some savings there. We're addressing issues around duplication of services and when the new processes are in place there will be a more streamlined workflow. That's a positive outcome because people are given more ownership of the process which translates into more interesting jobs. And while I don't know how much will have to be cut, the University might have to eliminate programs. You can only streamline so

much. There comes a time when you're working as smart as you can. But we can't put the entire burden of the cuts on students through higher tuition. That would create a system where only the wealthy can obtain an education. That's not in the best interests of society."

PROFESSOR JONATHAN FREEDMAN,
Department of Psychology:
"As far as streamlining, I doubt there is much we can do to meet cuts on the order put forth by Harris. If we have to cut deeply we will no longer be able to do a good job and we might end up gutting the University to the point where we will no longer be first class. The equivalent is the story of the farmer with a big mortgage. It's important to pay down the mortgage, so he sells all his equipment and can no longer produce on the farm. Ontario will be at an enormous disadvantage soon because we won't have well-trained people."

JANICE OLIVER,
assistant vice-president (operations and services):
"Over 15 years starting in 1979-80 we have taken a 33 percent base budget reduction. There might have been some fat but I think we're down to the bone now. I don't think there's a realization [by government] that we have the largest university and the university with the oldest buildings. How do we keep things open with shrinking resources? Utility costs keep going up because we have more and more research and that drives intensive equipment use. We've decreased cleaning from the office areas from once a day to twice a week. Now with all the pressures from the government on increasing regulations and on the environment, the whole situation is very depressing."



PROFESSOR BILL GRAHAM,
president of the U of T Faculty Association:
"I think nobody in the university sector can agree that there ought to be a lowering of the transfer monies to universities. For the last 15 years universities have been cut back and underfunded. In the hospital sector the cost per patient has been rising by about 40 percent; in the schools the cost per student has risen about 20 percent, while in the university sector the cost per student has declined by 30 percent. It's disastrous to take \$400 million or more out of education, it would move us back to the stone age in terms of quality of education. There would be fewer and fewer talented young people able to go to university; only the wealthy would be able to go. Or there would be pressures on compensation for faculty and staff and you would find that the good ones would go elsewhere to other provinces and other countries where the compensation is adequate."

PROFESSOR NEIL NEVITTE,
Department of Political Science:
"Ontarians are going to have to decide what they want. First-class education does not come free, no matter how much we might wish for that. We're in a knowledge-based economy. Cut back on knowledge-based industries, which is what universities are, and we are hobbled in the competition with other regions and with other countries. We should have a public debate about whether Ontarians really want to have a first-class education system. I believe the public does want a competitive education system for their children; they are positioned to demand that. If they want it, they are going to have to speak out."

HEATHER HINTON,
PhD candidate in the Department of Electrical & Computer Engineering:
"It has already been shown that Ontario students pay 35 percent of the cost of their education. How much more do they want us to pay? Even in the US, they believe that students shouldn't be paying more than 20 to 30 percent of the costs of their education. Also, we do not have the scholarship infrastructure in this country to be able to raise students from poor backgrounds can go to school. I know that I would not be here to do my PhD, and might not even have done an undergraduate degree, if tuition had been \$5,000 a year or more. As for streamlining the administration, we've seen some pretty substantial cuts there already. In my department approximately 400 graduate students are administered by two support staff. That's absolutely ridiculous. I defy you to cut any more; it's simply not possible."



PROFESSOR BRUCE KIDD,
director of the School of Physical & Health Education, acting director of the Department of Athletics & Recreation:
"Good teaching, the best development of people, the best development of creativity takes lots of time and the investment of humans who are not stressed, who have got the time to deal one on one with people, and who've got facilities that are not scotch-taped together. In all these respects the years of cutbacks have endangered our ability to provide quality education. This university is made up of people of enormous ability and goodwill. But you can only do so much and at a certain point quality suffers. If you're trying to coach, or parent, or lead, with a group of five people you can do a lot better job than if you had 30 or a hundred. There's tons of evidence about that. We're talking about years of cutbacks. At a certain point, you stretch a muscle, and it moves more effectively. But after awhile it starts to microtear and then it snaps, and that's what they're risking."

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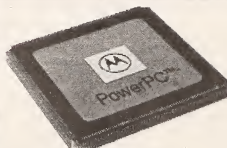
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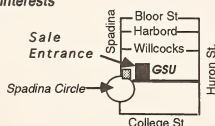
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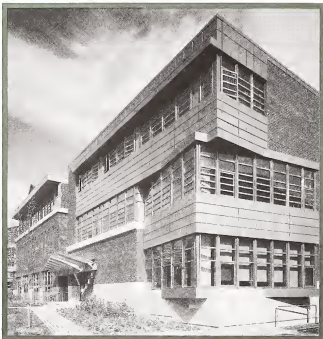
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Faculty of
Management
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THE FACULTY of MANAGEMENT TODAY



Opening NEW DOORS

The Joseph L. Rotman
Centre for Management
is state-of-the-art, spectacular, and symbolic
of the Faculty's progress
and bold future



The Faculty of Management at the University of Toronto has moved into its permanent new home, the Joseph L. Rotman Centre for Management — a spectacular, state-of-the-art teaching and research facility featuring leading-edge computer technology for the use of its students, faculty, and staff.

The Rotman Centre is also a powerful symbol of the Faculty's excellence, growth, and its rapid progress toward national preeminence and world-class distinction in management education, according to Dean Hugh J. Arnold. The building is designed to be the headquarters of serious discussion of management issues in Toronto and in Canada.

Designed by acclaimed Canadian architect Eberhard H.

Zeidler, the \$23.7 million building also represents a partnership of the public and private sectors. It was financed jointly with funds from the Province of Ontario, as well as gifts from scores of individuals and corporations in Canada. The lead gift of \$3 million was made by Joseph L. Rotman and his wife, Sandra. Rotman is a 1960 alumnus of the Faculty and one of the country's leading entrepreneurs.

"The Faculty of Management now has a fitting home from which to create and thus provide the finest management opportunities for students and executives alike," said Mr. Rotman.

Among the major donors to the facility are the Province of Ontario; Joseph L. and Sandra Rotman; Professor James D. and the Reverend Margaret E. Fleck; the Canadian Imperial Bank of Commerce; the City of Toronto; The Document Company — Xerox Canada; Canadian Pacific Limited; Ernst & Young; The Confederation Life Insurance Co.; Royal Trust; KPMG Canada; Coopers

& Lybrand; Joseph Kerzner; Campbell Soup Company Ltd; and Price Waterhouse.

The Faculty of Management celebrates its new home in a series of grand opening events beginning Nov. 1, including special events for alumni of the Faculty and donors to the building. An informal open house for the U of T community will be held on Thursday, Nov. 2, from noon to 2 p.m., allowing colleagues and friends from around the campus to view the new facility and some of its special features.

One of the main events includes the University's official Dedication Ceremony, at which time a ribbon will be cut to signify the opening of the building. Among the invited guests are scores of corporate CEOs, government, and university officials.

"Without question, the Rotman Centre takes its place among the best business school buildings in the world — in the way it makes technology available to enhance the learning experience of students and the research process of faculty, and because it is such a beautiful, comfortable, and

The Joseph L. Rotman
Centre for Management:
Product of a public-private
sector partnership.



enjoyable space for our community," says Dean Arnold, who is also Magna Professor of Business Strategy.

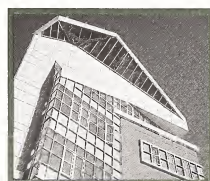
The new building is one of the main components of the Faculty's strategy for achieving world-class status among business schools. "The building is a necessary component of our growth and aspirations," Arnold said in a recent interview. "It is not sufficient

on its own to guarantee our success. But without such a facility, it is unimaginable that we could aspire to the things we are seeking to achieve over the next several years."

Arnold said that among the keys to success in achieving the Faculty's goal of world-class excellence is the enthusiastic support of University President J. Robert S. Prichard and Provost Adel

Sedra, who have approved the Faculty's plan to expand the number of professors by 15 members — or 30 percent — over the next three to four years. The number of students and executives enrolled in various academic programs will be expanded, as well.

The move to the Rotman Centre allows the Faculty to consolidate all



JOSEPH L. ROTMAN:

Business Leader and Philanthropist

Joseph L. Rotman is one of Canada's leading business entrepreneurs and a philanthropist to education, the arts, and the health sciences. He is Chairman, President, CEO and founder of Clairvest Group Inc., a publicly listed merchant banking company. Mr. Rotman has established private companies in resource development and financing, petroleum products trading, heating oil distribution, venture capital, and real estate development and financing.

He and his wife, Sandra, have two children, Janis and Kenneth.

Born in Toronto, Mr. Rotman earned a B.A. at the University of Western Ontario in 1957 and a Masters in Commerce from the University of Toronto in 1960. He also pursued Ph.D. studies at the Columbia University Graduate School of Business. Mr. Rotman was awarded an honorary LL.D. from the University of Toronto in 1994.

Mr. Rotman received the Faculty of Management's Distinguished Business Alumni Award in 1991 and continues to serve on the Dean's Advisory Council.

President of the board of trustees of the Art Gallery of Ontario, Mr. Rotman has also served on the board of the Toronto Symphony Orchestra. He is past chairman of the Canadian Friends of the Israel Museum. He is also a director of the Toronto Hospital Foundation and co-chairs the research advisory committee at the Baycrest Centre for Geriatric Care. He serves on the National Council of the Canadian Institute of International Affairs.

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Joseph L. and Sandra Rotman	\$ 3,000,000
Professor James D. and the Reverend Margaret E. Fleck	\$ 1,000,000
Canadian Imperial Bank of Commerce	\$ 1,000,000
City of Toronto	\$ 1,000,000
The Document Company — Xerox Canada	\$ 1,000,000
Canadian Pacific Limited	\$ 500,000
Ernst & Young	\$ 250,000
The Confederation Life Insurance Co.	\$ 250,000
Royal Trust	\$ 250,000
KPMG Canada	\$ 150,000
Coopers & Lybrand	\$ 150,000
Beverly, Sidney, Prof. Sandford, Irene and Michael Borins	\$ 140,000
Joseph Kerzner	\$ 125,000
Campbell Soup Company Ltd	\$ 100,000
Price Waterhouse	\$ 100,000
Arthur Andersen	\$ 62,000
Moore Corporation Limited	\$ 50,000
RBC Dominion Securities	\$ 25,000
Royal Insurance Canada	\$ 25,000

From left: Eberhard
Zeidler, architect;
Kenneth Rotman (son of
Joseph Rotman); Hugh
J. Arnold, Dean of the
Faculty of Management;
Joseph L. Rotman and
Sandra Rotman.





its classrooms and academic and staff offices in one location, as opposed to the previous five separate locations that were scattered around the campus and in rented spaces in the Bloor Street area.

The world-class quality of the new building is reflective of the Faculty's heightened emphasis on excellence — from the quality of students and faculty

to the quality of its programs, according to the Dean. In a story about the Faculty in September, the *Toronto Star* described the building as "a gem."

Among the reasons for the early accolades are the attention to detail and incorporation of the best designs from other successful business school buildings. The design of the building also fully embraces leading-edge

technology, and purposefully creates a reinforced sense of community among students and faculty at the business school.

Attention to detail and the focus on new technology can be seen in the layout of the eight classrooms. During the design phase, a corporate donor loaned its jet to fly the architectural team and Dean Arnold to some of the

Facts about the Joseph L. Rotman Centre for Management

LOCATION:

105 St. George Street,
Toronto, Ontario

AREA:

107,000-square feet /
9,940 square metres

COST:

\$23.7 million

COMPLETION:

September 1995

DESCRIPTION:

Five storeys, with a central,
three storey atrium.

ARCHITECT AND INTERIOR DESIGN:

Zeidler Roberts Partnership/Architects

STRUCTURAL ENGINEERS:

Yolles Partnership Limited

MECHANICAL AND ELECTRICAL ENGINEERS:

Leipeiger Kaminker Mitelman
& Partners Inc.

LANDSCAPE ARCHITECTS:

Johnson Sustunk Weinstein
& Associates

GENERAL CONTRACTOR:

The Jackson-Lewis Co. Inc.

CLIENT:

University of Toronto

FACILITIES:

**Houses The University of
Toronto's Faculty of Management**

- 8 fixed-seat classrooms with tiered seating (including two dedicated to Executive Education), and 1 extra large classroom that may be divided into two regular size classrooms.

- an 8,000-square foot library, seminar rooms, meeting rooms, faculty and administrative offices.
- each classroom has a lecture podium and audio-visual system which are connected to allow projection of images from a computer, VCR, or materials placed on a visual imager.
- all classroom seats have data and power hookups, allowing access to the University's computer network, to which the Centre is fully connected.
- 2 computer labs, one with 55 seats and the other with 10 seats, on the ground floor, have raised flooring for easy reconfigurations.
- computer research labs are located on the 4th and 5th floors; and 3 data communication rooms are located on the 2nd and 4th floors.
- a self-contained 7,000-square foot Executive Education Centre includes two classrooms, breakout rooms, dining lounge, administrative offices, and dedicated lobby and elevator.

Architectural Design:

- juxtaposition of modern and traditional elements reflect the Faculty of Management's progressive outlook and history.
- designed to appear as a number of seemingly separate buildings, rather than one large building whose massing would be out of scale with the rest of the street.
- materials used, such as reddish brick, whitish limestone and gray roofing materials, match those predominately used in the neighbourhood.
- a harmonious composition of a complexity of architectural elements, including a variety of window expressions, the protrusion of bay windows, a tripartite stacking of materials (stone base, brick body and different gable material) was utilized to reflect the area's Victorian character.
- student and faculty lounges, and teaching spaces grouped around the atrium.
- an open stair and elevators connecting the atrium with the upper floors.

About

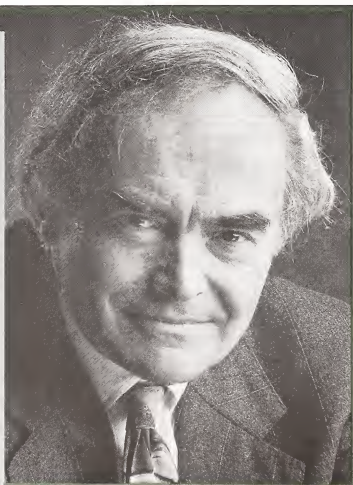
Eberhard H. Zeidler

Eberhard H. Zeidler is a partner with Zeidler Roberts Partnership, one of North America's leading architectural firms, which is internationally renowned for excellence in architectural design and urban planning. The firm's main office is located in Toronto, with offices in Hong Kong, London, Berlin, Baltimore, and West Palm Beach.

Born in Germany and trained at the Bauhaus, Zeidler worked as a designer with the European architect, Egon Eiermann. In 1951, he emigrated to Canada where he continued his architectural career as Associate-in-Charge of Design and later Partner with Blackwell & Craig, which evolved into the present firm.

In addition to the more than 80 national and international awards won by the firm, Zeidler has been the recipient of the prestigious Gold Medal from the Royal Architectural Institute of Canada, appointed an Officer of the Order of Canada, and elected an Honorary Fellow of the American Institute of Architects.

Zeidler's innovative work spans three continents. His landmark buildings include the Toronto Eaton Centre, Ontario Place and Queen's Quay Terminal; Vancouver's Canada Place; Cologne's MediaPark and Cinedom; Baltimore's Gallery at Harborplace, and San Francisco's Yerba Buena Gardens Master Plan.



The Faculty of Management Today

best designed business school buildings in the United States, including those at Wharton, Duke, and New York University, all of which had just built new facilities. The design team adapted the best ideas to produce "classrooms of the future" that seat up to 75 students and still seem intimate and friendly due to the careful layout and curvature of the seats and bench-

desks. Students are not far from the professor and can see one another, facilitating classroom discussions of cases and other learning materials.

As part of the new technology in the classrooms, every seat is equipped with a link to the Faculty's new computer network. Students can plug in their lap-top computers and download assignments being projected on

the front screen by their professors.

Each classroom has a computerized console linked to the network that permits showing of computer images, videos, cable television, and other projections.

And in an acknowledgment to the past, and to what has always worked well, each classroom is outfitted with multiple blackboards. Chalk makes a

comeback in the new building.

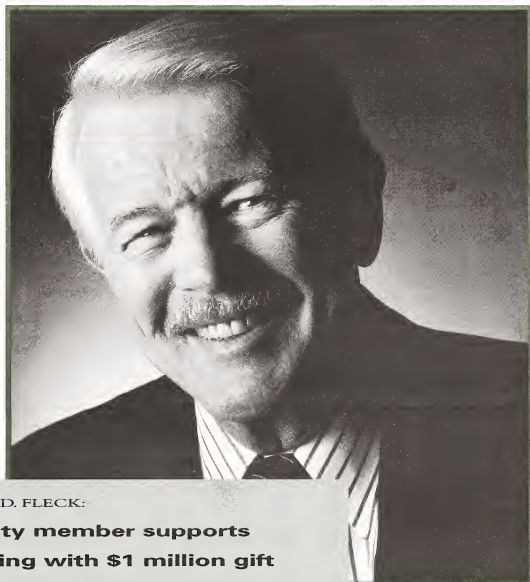
The building's interior is aesthetically appealing, with its wide open spaces, and with its extensive use of natural materials, including limestone floors and walls on the main floor, frosted glass panels, and the use of white oak for trim and doors throughout the building.

The building's architect, Eberhard Zeidler, said he was particularly concerned with the "emotional reaction" to the building. "All facilities have to relate to each other in a physical sense, such as classrooms being easily reached, but they must also reflect the spirit of the school and its approach to education," said Zeidler, who is a partner with Zeidler Roberts Partnership, one of North America's leading architectural firms. The building, he adds, "is created in the true meaning of the words timeless and classic, but at the same time showing a path into the future."

The three storey Fleck Atrium is perhaps the *pièce de résistance* of the new building in terms of emotional impact. The huge yet warm and user-friendly space is named after James D. Fleck, the M. Wallace McCutcheon Professor of Business and Government at the Faculty, and his wife, the Rev. Margaret E. Fleck. The Flecks made a gift of \$1 million.

As Zeidler describes it, "The [Fleck Atrium] is transformed into a lounge for everyday use to encourage lively discussion and interchange of ideas between student and faculty. Imaginative interior landscaping gives this place an intimacy that conceals crowds as well as revealing them. In other words, the space will look active with just a few students in it, but should be able to contain a large number of people without being crowded. The [Fleck Atrium] is flexible — able to be used for a number of student activities, ranging from large group banquets to lectures and school assemblies. This will strengthen the feeling of the school as a community of scholars." ■

— RICHARD KUROVSKY



JAMES D. FLECK:

Faculty member supports building with \$1 million gift

Prof. James D. Fleck and his wife, the Rev. Margaret E. Fleck, have demonstrated their confidence in the future of the Faculty of Management through a generous gift of \$1 million toward the Joseph L. Rotman Centre for Management. The beautiful, central atrium of the building has been named in honour of the Flecks.

Prof. Fleck has a distinguished career that spans the private sector, government, and academia. He joined the Faculty of Management in 1979 and is the M. Wallace McCutcheon Professor of Business and Government. He has also taught at the Harvard Business School and the Kennedy School of Government at Harvard, at Insead in France, and at Kelo University in Tokyo.

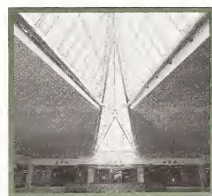
In business, he is the founder and former Chairman, CEO and President of Fleck Manufacturing Company, which he built into a successful multinational manufacturer. He has served on many corporate boards, including Rogers Broadcasting, Noma Industries, and Zurich Canada.

For the Government of Ontario during the 1970s, he served as the Deputy Minister of Industry, Secretary of the Cabinet, and Chief Executive Officer in the Office of the Premier.

He was founding chairman of the Power Plant Contemporary Art Gallery at Harbourfront Centre.

Prof. Fleck received a Bachelor of Arts degree from the University of Western Ontario in 1949 and his Doctorate in Business Administration from Harvard University in 1964.

He and his wife have four children.



Dean HUGH J. ARNOLD

Hugh J. Arnold has been Dean of the Faculty of Management since 1992. He joined the faculty in 1976 after receiving his Ph.D. from Yale University. He currently holds the Magna Professorship of Business Strategy. • Dean Arnold was interviewed recently by Richard Kurovsky.

BULLETIN:
From all indications, this is a wonderful moment in the history of

the Faculty of Management: student applications and enrollment are up; the Joseph L. Rotman Centre for Management is opening; and the Faculty has been given the green light for growth by the University of Toronto. For anyone who hasn't been closely involved with the Faculty for a while, how do you explain all of this good news?

ARNOLD: I think there has been a confluence of several favourable factors which are contributing toward an increase in resources available to the Faculty. This is enabling the Faculty to grow and achieve its goal of world-class quality.

The first factor is strong central support from the University President (Robert Prichard) and Provost (Adel Sedra). Proportionally, the support we are receiving is the highest among any Faculty at the University of Toronto. It's manifested in the positive response to our plan for growth of the Faculty, which includes the addition of 15 new

faculty members over the next 3 to 4 years — a 30 percent increase of our permanent, full-time faculty. This expansion will, in turn, permit us to expand our MBA, PhD, and executive programs.

Second, we've been fortunate in attracting increasing levels of financial support from private donors and alumni. As an example, one can point to the financing of the Faculty's new building, of which about \$10 million of the nearly \$24 million total, came from non-government sources.

Third, we've also been successful in attracting more students — and increasingly qualified students. Our academic programs are full to bursting this fall. Not only is this important in and of itself, but it also translates into additional revenue generated by our privatized programs, such as the Executive MBA Program.

BULLETIN: Is it just a matter of having more resources?

ARNOLD: No, although adequate resources are essential to realizing our ambitious goals.

On a more general level, the Faculty started from a strong base. For a long time now, we have had a very strong, talented group of faculty mem-

bers. We know that because the top business schools in the world are frequently trying to woo our professors away — fortunately, they've been unsuccessful in most cases. We're also part of one of the great research universities in the world, and located in one of the most dynamic cities for business and commerce on the continent. The Faculty is enhanced by an increasingly distinguished alumni base. And finally, we are moving boldly at a time when the demand for management education has never been greater. These are great assets and favourable conditions for improvement and growth.

We are also capitalizing more effectively on these strengths now than we have in the past. For example, the University of Toronto has enormous intellectual resources that we are tapping in innovative ways, such as joint programs with the Faculty of Law, with Arts and Sciences, and soon, we hope, with Engineering. Our ability to leverage these intellectual assets of the University has been tremendously important over the past few years.

BULLETIN: Where is the Faculty headed as a result of all of this?

ARNOLD: Our goal is to be the preeminent business school in Canada and to be one of the leading business schools of North America and the world. We have chosen to do this by focusing our resources and attention on the MBA Program, the executive programs, including both the Executive MBA Program and our partnership programs with businesses, and the Doctoral Program. These are three fundamental, core areas in which we want to excel. Finally, we also intend to maintain what we call balanced excellence — outstanding research by faculty members balanced with outstanding professional programs, and all that this implies — excellent teaching, relevant, up-to-date courses, innovative curricula, and a superb learning environment. In all cases, achieving excellence is the paramount concern.

BULLETIN: What are the elements necessary for success in achieving this objective?

ARNOLD: Fundamental to our success is an emphasis on quality — quality of students, quality of our faculty, and the quality of the programs we deliver. By continuing to do the things we do extremely well, we will be successful in distinguishing ourselves from the competition.

This strategy, by the way, is the tried and true formula of the best business schools in the world. And while this sounds simple enough, achieving true quality and being recognized for it in the marketplace are objectives that are tremendously difficult to implement. That's the reason why world-class business schools remain scarce, and why the very best business schools have thousands of prospective customers fighting to get in every year. The Fuqua School at Duke University is an example of a business school that succeeded in aggressively pursuing quality in order to raise its position in the market.

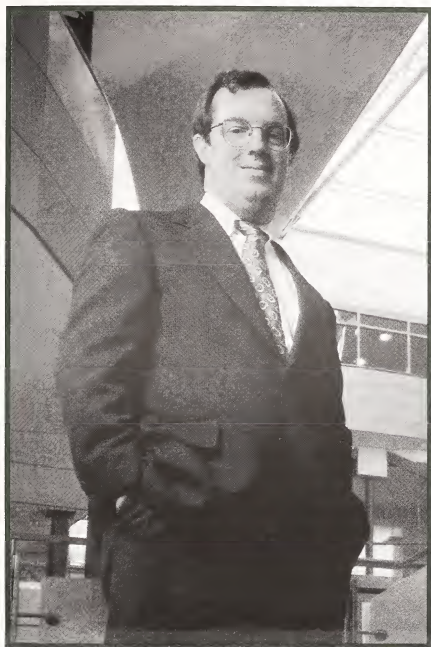
BULLETIN: Why is this goal so important?

ARNOLD: Canada needs world-class business school within its borders. And the reason is clear: we must be able to produce home-grown managers who can compete effectively in the global economy. The success of Canada's economy and our future are tied to the kind of managerial talent available throughout the country.

From the Faculty's perspective, we want to be the first choice of those Canadian students who now cross the border to attend top business schools in the States. Likewise, we want to attract the best and the brightest from the U.S. and other countries. A reverse brain drain of students coming to Canada would be a wonderful outcome of our push for world-class excellence. By the way, we are seeing some of that happening now, particularly among students from Europe and Asia, who now constitute almost one-quarter of our full-time MBA students.

Moreover, we are uniquely positioned to make this happen. As I said earlier, we now have the resources to implement our plan, starting with the Rotman Centre and the funding to hire new faculty and improve our programs across the board. We are also part of a university known around the





globe for excellence; we are located in a city that is viewed as one of the top ten places in the world to do business, and in a country rated as the best place to live on the planet. It's a virtually unstoppable combination — if we do our job well.

BULLETIN: What is your assessment of management education in Canada in 1995?

ARNOLD: I think it is quite healthy and vibrant. It's also an environment of intense competition and innovation. We've seen our competitors move into our market; specifically, I am referring to the University of Western Ontario Business School, which four years ago began offering a competing Executive MBA program in the metro Toronto area. We've also seen Queen's Business School, and now Western, launch their national video conference MBA programs. And Queen's will begin offering a one-year, privatized MBA Program next year. Manitoba and Wilfrid Laurier have also launched similar one-year programs, and the University of British Columbia has radically restructured its program.

BULLETIN: With this competitive situation intensifying all around us, what is the Faculty doing to meet these new challenges?

ARNOLD: It's clear we are in a highly dynamic environment. But it is one in which we are confident of our ability to be successful vis-à-vis our competitors. For example, we have more than held our own in the Executive MBA market in Toronto. This September, we out-drew all of our competitors in the Toronto EMBA market with an entering class of 60 students. The quality of the entering class is remarkable, and we had to turn away qualified applicants as a result of limiting our classroom capacity.

The competition from Western — and of Queen's through its video conference program — has actually helped enlarge the market, and has kept us on our toes — a competition-induced discipline that has forced us to get better. And, most important, I think we've got the right strategy to stay ahead of the competition. As I mentioned earlier, the Faculty's strategy is based on achieving world-class quality in everything we do. Rather than radically reshaping our programs to focus on niche markets, we think we have the strengths and resources to become the market leader

"Canada needs world-class business schools within its borders...We must be able to produce homegrown managers who can compete effectively in the global economy."

in Canada among customers who want the best — the finest students, the most distinguished faculty, cutting edge management education programs, and assured access to the job market.

BULLETIN: How is this manifesting itself at the Faculty?

ARNOLD: Specifically, we've been working hard on what you might call the front, middle and back end of our major programs. On the front end, we are working aggressively to attract increasingly outstanding students into our programs. We've been investing significantly in marketing and recruiting. As a result, for example, applications to the full-time MBA program are up more than 30 percent over last year. We are just above our capacity. What's more, the quality of the incoming class continues to improve, if you look at test scores — an average of a 618 GMAT score this year — or the range and depth of experience of the new students.

The middle — the actual programmatic experience for students while they are here — is undergoing continuous improvement based on what the market tells us. For example, we are implementing significant restructuring of the Executive MBA curriculum this year. We are also considering innovations and changes for the full- and part-time MBA Programs.

On the back end, in terms of the placement of graduating students, we have revitalized the old placement office into a dynamic career management service for our students. We've seen significant growth in the number of recruiters coming to the Faculty, who are attracted by the profile of our outstanding

students. This fall several leading firms will visit the Faculty for the first time or will return to recruit after several years' absence.

BULLETIN: Historically, financial support of Canadian universities by their alumni has been weak in comparison with the alumni giving levels at public and private universities in the United States. Do you see this changing in the future?

ARNOLD: I see two major factors that will lead to change. First, people in Canada have historically assumed that university education is completely funded through their taxes. Suddenly, there is an increasing, widespread acknowledgment that taxes can no longer go up, and tax revenues in the future will be insufficient to do everything that is socially necessary. I think more and more individuals recognize that Canadian universities will need more private financial support if they are to attain and maintain standards of international excellence.

Second, I think Canadian institutions — including the U of T — have not done nearly as much as we can and need to do, nor as much as our U.S. counterparts have done, in order to develop and maintain our relationships with our supporters — whether they are alumni, friends, corporations, or others. We at the Faculty of Management, and more broadly at the University of Toronto, have been making significant investments and, I think, significant progress in enhancing the quality of our relationships with our alumni and other donors, current and future.

We are now at a point where roughly 40 percent of our budget comes from sources other than the University or government. One



"Being in close proximity to the business centre of the country offers real advantages. We can attract the best business men and women in Toronto to teach in our programs"

primary source of those funds is our privatized executive programs. Another source is the increased levels of private giving and support — a key to our future.

BULLETIN: The University of Toronto has a world-wide reputation as being Canada's leading research university. What are the implications for the Faculty of Management?

ARNOLD: I think the major challenge for every professional school is to strike a balance between research excellence on the one hand and professional practice and relevance on the other.

Let's talk about research first. It is universally the case in North America that the outstanding internationally recognized business schools have a distinguished, research-oriented faculty. It is not a matter of either/or. Excellence requires strength in research — period. The discovery of new knowledge has been for centuries a comparative advantage of universities. This is also true in the disciplines and functions of the study of management. A major part of our mission is to move understanding and knowledge forward — and all academic institutions of higher education are judged by this standard. Like any human endeavour, some of our scholarly efforts will turn out to be truly important, while many others will fade away. The U of T and the Faculty work hard to bring together the best minds to increase the odds of our success.

Second, a great business school also requires a strong professional orientation in terms of the design and delivery of its academic programs, such as the MBA Program and our executive education programs, including the Executive MBA. The programs must be cutting-edge, and infused with the results of faculty research. They must be taught at the highest level of excellence, and be innovative and compelling. This is the other great part of our mission — educating new generations for effective practice of management.

BULLETIN: What role do you see for the Toronto business community in shaping the programs and activities of the Faculty?

ARNOLD: Being in close proximity to the business centre of the country offers real advantages. We can attract the best business men and women in

Toronto to teach in our programs, and to speak at special events here regularly. We've also been working on a number of dimensions to get the top business leaders to share their expertise and ideas with us. For example, the Dean's Advisory Council has been in existence for 10 years now. It is a group of the country's most distinguished business leaders who offer their advice and counsel on key issues facing the Faculty.

BULLETIN: Let's talk about the spectacular new Joseph L. Rotman Centre for Management. How would you describe the importance of this facility to the future of the Faculty of Management?

Creating partnerships with Canadian business is one of the major goals of the Faculty of Management. One of the most successful manifestations of the new partnerships is the Dean's Advisory Council (DAC). Formed a decade ago, the DAC is comprised of leaders from the public and private sectors who meet regularly to counsel and advise the Dean on programs, policies, and strategies of the Faculty, and on management education issues in general.

"The support provided by members of the DAC is instrumental to the success of the Faculty," says Hugh J. Arnold, Dean. "It gives me the opportunity to pick up the phone and ask the advice of some of the top business men and women in the country."

Students have the opportunity to meet DAC members at special events during the academic year.

The new chair of the Dean's Advisory Council is John Cassidy, president and CEO of the CTV Television Network and a 1981 graduate of the Toronto MBA Program.

ARNOLD: It is fundamentally important. The building is a necessary component of our growth and aspirations. It is not sufficient on its own to guarantee our success. But without such a facility, it is unimaginable that we could aspire to the things we are seeking to achieve over the next several years.

Almost from the time that the old building at 246 Bloor Street was occupied, we realized it would not be adequate to our needs, especially with the passage of time and the growth of our programs. This has certainly proved to be true. My predecessor Roger Wolff made funding of a new building a key element of his term as Dean. He worked skillfully with the University administration and with the business community to move the building project forward. He was remarkably successful in getting the project to the top of the university priority list. We all owe him a great debt of gratitude for moving the project forward during his term as Dean.

As we move in, the building is fully paid for. The total cost, including furnishings and other internal infrastruc-

ture, is approximately \$24 million. Mr. Rotman's extraordinary gift of \$3 million started the momentum for funding the building, convincing others to invest in the project and what it symbolizes.

BULLETIN: What do you think are the most important features of the new building?

ARNOLD: First, the Rotman Centre will bring everyone together for the first time ever — undergraduates, graduate students, executives, faculty, and staff. This will enhance our sense of collective purpose and accomplishment. Second, I think the prime beneficiaries of our new building will be our students. We have worked very hard to ensure that the design of the classrooms in the new building would be as close to ideal as we could make them. Students will also benefit from a variety of other elements, such as small group study rooms, a remarkable library, student lounge areas, and a huge central atrium for students to congregate in. All of these will create a quality of life for students that is dramatically different from what they have experienced in the past. ■

Canada's business leaders provide invaluable advice, counsel to the Dean

Mr. Brent Beitzberg
President and Chief Executive
Harrowston Inc.

Mr. Michael D. Bregman
Chairman and CEO
The Second Cup Ltd.

Mr. Donald W. Campbell
Ambassador to Japan
Embassy of Canada

Mr. John M. Cassidy
Chair President and CEO
CTV Television Network Ltd.

Mr. Gordon F. Cheesborough
Chairman
Scotiabank

Dr. Ruth Corbin
President
Decision Resources Inc.

Mr. E. Kendall Cork
Managing Director
Sentinel Associates Ltd.

Mr. Michael B. Decter
Managing Director
APM Inc. (Canada)

Mr. Sheldon Ehrenworth
President
Public Policy Forum

Mr. Robert M. Franklin
Chairman
Placer Dome Inc.

Mr. Richard J. George
President and CEO
Suncor Inc.

Mr. Allan Gottlieb
Strikeman Elliott,
Barristers & Solicitors

Mr. Lou Hollander
Corporate Director

Mr. Richard W. Johnston
Partner
Johnston Smith International

Mr. Douglas W. Knight
Publisher and CEO
The Financial Post

Mr. Michael M. Koerner
President
Canada Overseas Investments, Ltd.

Mr. Claude R. Lamoreaux
President and CEO
Ontario Teacher's Pension Plan Board

Mr. Richard E. Lint
Chairman and CEO
Citibank Canada

Mr. Donald C. Lowe
Chairman of the Board
Sedgwick Limited

Ms. Claudette MacKay-Lassonde
President
Firelight Investments Ltd.

Ms. Diane E. McGarry
President
Xerox Canada

Dr. Robert J. McGavin
Senior Vice-President,
Public Affairs
The Toronto-Dominion Bank

Mr. Ronald W. Osborne
Executive & CFO
BCE Inc.

Mr. Courtney E. Pratt
President
Noranda Inc.

Mrs. Joan R. Randall
President, Corporate Consultants, and Past Chair
Governing Council, U of T

Ms. Heather M. Reisman
President
Now Foods Inc.

Mr. Iain Ronald
Chairman and Director
The North West Company Inc.

Mr. Joseph L. Rotman
Chairman and CEO
Clairvest Group Inc.

Mr. C. Wesley M. Scott
Executive Vice-President,
Corporate
Northern Telecom Limited

Dr. Marti Smye
Chair of the Board
People Tech Consulting Inc.

Mr. Paul F. Starita
CPPS Consulting Inc.

Mr. Peter Y. Tanaka
General Manager,
Strategic Investments
Ministry of Development and Trade

Mr. William J. Weldon
Senior Partner
Arthur Anderson & Co.



Today's FACULTY *with*



WENDY DOBSON:

"If Canada is going to do business in Asia, we are going to have to understand what's going on there."

In the global economy — one in which East Asia has emerged as the world's fastest growing market — Canadian business is struggling to get a piece of the action. While government concentrates on trade relationships with our neighbours to the south, Canada has developed a trade deficit with East Asia. And Canadian businesses that do venture across the Pacific are entering unfamiliar territory.

Prof. Wendy Dobson and her colleagues at the Faculty of Management's Centre for International Business are working to eliminate some of those risks by providing Canadian business with the key to the Asian market: information.

"If Canada is going to do business in Asia, we are going to have to understand what's going on there," says Dobson, who, in her two-and-a-half years as director, has revived the Centre and turned it into an

international network of scholars assisting Canadian business into greater international competition.

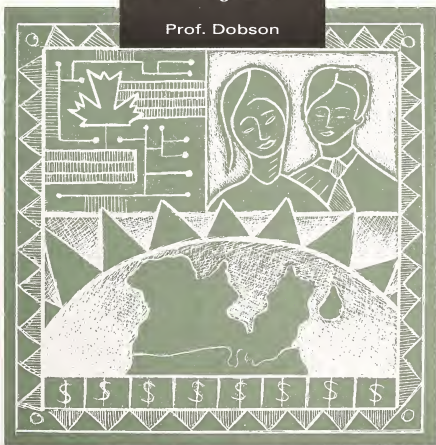
Dobson herself is a key asset. As a former head of the C.D. Howe Institute, a director of several Canadian corporations, and once Canada's Associate Deputy Minister of Finance representing the country at the G-7, Dobson came to the university environment equipped with the profile and the contacts to lead Canadian business into the global village. It was in her work negotiating international financial arrangements for Canada that Dobson says she was "hit between the eyes with how the world is changing."

Now, sitting in the surroundings of academe, Dobson says the U of T has provided her with the right environment to find out why East Asia is

"competing the pants off western multinationals."

Dobson is aided in her quest by associates from universities across

Helping Canadian businesses to compete globally is the goal of Prof. Dobson



Canada and throughout the world — Singapore, Hong Kong, Japan, the U.S., Taiwan, the Philippines — collaborating on research projects which analyze global economic trends and assist business executives in understanding the risks and opportunities inherent in them.

The Centre's first major publication — Volume One of the Hong Kong Bank of Canada Papers on Asia, entitled *Benchmarking the Canadian Business Presence in East Asia* — is a remarkably readable academic work, intended for a business audience. The papers address the paradox of Canada's declining role in the booming East Asian markets by exploring such topics as capturing Japan's attention, Canada's position in the China market, and Southeast Asian perceptions of Canadian business.

Much of Dobson's own work has focused on Asian trade and investment and the way in which Asian business practices differ from Canada's. "In most western industrialized countries, the laws and regulations require business at arms length," says Dobson. "In Asia, you first build personal relationships. You have no idea where they're going

to go." That failure to understand the importance of both personal relationships and the family has put Canadian business people at a disadvantage, says Dobson. And while she believes that, eventually, Asian business traditions will change to adapt to western ways, in the meantime, she devotes much of her energy into bridging the gap in understanding and teaching Canadian business people how to adapt to the Asian environment.

In the courses she teaches in the MBA program, Dobson stresses that "business knows no borders." She encourages students to learn the languages and explore the cultures and business traditions of Asia. And she is still learning herself. Over the last four years, Dobson estimates she has spent the equivalent of one year in Asia; after a recent six-week travel blitz, Dobson arrived back home with 36 airline boarding passes. But travel is essential to her work in bringing back to Canada more information about the trends and practices within the world's biggest economic boom area: "It's very difficult to write about Asia sitting here."

— DEANNE FISCHER

GARY LATHAM:

"How we talk to ourselves on the golf course can influence our game. What we're finding now is that it's equally true on the job."



It's just another day at the office. You're sitting at your desk, working on next week's big sales presentation, when the phone rings. You recognize the voice right away: the V.P. of

purchasing for one of your biggest customers. It seems there's a fishing trip in the works, up at her company's cottage-country retreat, and your whole team is invited for the weekend.

Now, you happen to know that this formerly loyal client is thinking seriously of bolting to the competi-

tion, and that saying yes to the invitation could salvage the relationship.

But you also know that accepting freebies like this runs against company policy. And your boss, wouldn't you know it, is on holiday until the end of

Understanding why people behave as they do on the job can lead to better team performance

the month. So what do you do in this situation? Should you forget the rules, just this once, and do whatever's necessary to protect the bottom line? Or take the ethical route, even though it could cost you some business?

Not an easy question to answer. But it's exactly the sort that prospec-



tive employees can find themselves grappling with, when they apply at firms that use the "situational interview" technique in the hiring process. In this type of interview, originated by Faculty of Management Professor Gary Latham, the employer poses a series of dilemmas that may arise on the job, and asks the applicant what he or she would do in such circumstances. The answers usually reveal a great deal — about the person's technical and interpersonal skills, and about how well he or she would fit into the organizational culture. (A person who'd say yes to the fishing trip, for example, might not be right for a company that holds its ethics policy sacrosanct.)

Latham, who came to the Faculty from the University of Washington in 1990, as Secretary of State Professor of Organizational Effectiveness, says that he developed the situational procedure as a reliable and valid alternative to the traditional, unstructured job interview that most employers still use. The trouble with that approach, he explains, "is that applicants can generally figure out what interviewers want to hear. So you get a lot of false positives: people who look good during the interview, but who don't look so good on the job, because there's not a good fit between the person and the organization." A situational interview, by contrast, forces applicants "to state their true intentions," instead of just offering a socially acceptable response.

How organizations go about hiring the best people is just one of several questions that Latham has spent the past 20-plus years trying to answer. As an organizational psychologist, he has devoted his career to understanding why people behave as they do within organizations, and then applying that knowledge to perhaps the most fundamental of management challenges: building a strong, motivated team capable of implementing corporate strategy.

In his research, Latham has zeroed in on a handful of key organizational behaviour issues, including selection, performance appraisal, training, motivation and leadership. Much of this has its roots in his work on goal-setting, which he began in the late 1960s, while still a graduate student. With Edwin Locke, a behavioural scientist from the University of Maryland, Latham has looked closely at the ways in which our goals directly influence our behaviour. According to their theory, people perform better when they have concrete and challenging goals ("I will increase my sales by 15 percent this year") rather than abstract ones. ("I'll try to do my best.")

Among the more recent spin-offs of Latham's theoretical work is research on the subject of "self-talk" — the kind of internalized conversation that we all have with ourselves as we go about our daily business — and its subsequent effect on performance. "Most of us know that how we talk to ourselves on the golf course can influence our game," Latham explains. "What we're finding now is that it's equally true on the job."

Indeed, one recent study, co-authored with his former doctoral student Zevva Millman, showed that training in positive self-talk enabled a group of senior and middle managers who had been out of work for over a year to find re-employment. These results suggested that as they replaced negative self-talk with positive, the people in the experimental group began to see themselves in a more favourable light — and as a result, sold themselves more convincingly to prospective employers than did those in the study's control group, who had not been trained in managing the way that they talked to themselves.

With dramatic changes sweeping virtually every sector of the workforce, researchers in the organizational behaviour field have lately seen a number of new issues emerge. Latham, for one, has become increasingly interested in the subject of organizational citizenship behaviour — defined, in his words, as "doing what's good for the organization regardless of whether you'll be recognized or rewarded for it." The term encompasses all of the many extra workplace tasks that we may take on, over and above our normal job responsibilities — everything from serving on a health and safety committee, to coming in on the weekend to help a colleague learn a new spreadsheet program.

Research has suggested that people's willingness to go that extra mile depends heavily on what's called organizational justice — that is, the perception that the organization and its leaders treat all members fairly. One of Latham's own recent studies, a collaboration with former doctoral student Daniel Skarlicki of the University of Calgary, revealed the connection clearly. In this study, a group of union leaders took a three-week organizational justice training program, in which they learned how to promote a greater perception of fairness — by, for example, giving local members a sense of voice in decision-making. The end result was that members showed a stronger tendency to do little things on behalf of the union, such as attending meetings or helping new members "learn the ropes."

Why should this matter? Because, as Latham observes, the downsized and delayed companies of the 1990s no longer commit themselves to any employee for life. People join the corporate ranks knowing they may spend as little as three or four years in a position before moving on — voluntarily or otherwise. Under the circumstances, employees may not be apt to show a whole lot of loyalty to the organization. So the only way for a company to maintain a committed workforce is to make sure that people believe they're getting fair treatment.

Material rewards alone won't help companies attract the best people anymore. What they need to offer, Latham insists, is the chance to learn and grow, to acquire new knowledge and professional skills. As employees look anxiously toward an uncertain future, they want to know that their experiences today will help make them more marketable tomorrow. "Jobs are changing so rapidly," he says. "Just because you're graded 'A' today doesn't mean that much. Who knows if what it took to earn an 'A' this year will be valued much next year?"



JOHN HULL:

"We're in a situation now where anything bad that happens in financial markets will be blamed on derivatives."

Talk about an overnight sensation. Until last February, it's fair to say, only dedicated readers of the daily business pages paid much attention to the strange and mysterious world of those rarefied financial instruments known as derivatives. Then, however, came rogue trader Nick Leeson, whose ill-judged betting on the Japanese stock and bond markets led to the billion-dollar meltdown of Barings PLC, a British investment bank founded in 1767.

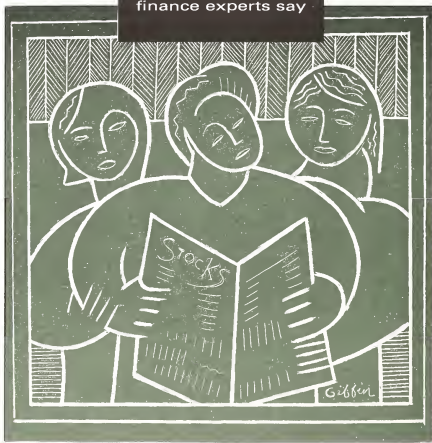
The Barings collapse was by far the most spectacular of several derivatives-related fiascos (including the bankruptcy of

Orange County, California) to rock the financial world in little more than a year, and the mainstream press responded in predictable fashion, painting these little-understood securities as the high-finance equivalent of the Ebola virus. "We're in the situation now where anything bad that happens in financial markets will be blamed on derivatives," says Professor John Hull of the Faculty of Management. "It's the same role that junk bonds played for several years."

Is it a reputation they deserve? Hull thinks not. He and his research

collaborator, Professor Alan White, have been studying the finer points of derivatives for nearly 12 years, forging a

Bad press for derivatives is undeserved, U of T finance experts say



reputation for themselves as two of North America's leading authorities on the subject. And as they take pains to point out, most of the trading that goes on in derivatives is done in a sane, sensible fashion. "But there's always the tip of the iceberg, where people are getting carried away," Hull says.

The term 'derivatives' covers a variety of financial instruments — futures, options, mortgage securities, swaps — whose value is linked (sometimes in complex fashion) to an underlying factor, such as stock prices, interest rates or foreign exchange. White describes them as "synthetic securities," since they are not, in fact, issued for purposes of raising capital. For the most part, financial institutions, corporations, pension funds and other large investors use them as risk management tools to help themselves hedge against eventualities such as interest rate hikes. But derivatives can also be used to speculate on particular markets, from stocks and bonds to foreign exchange — and that's where the trouble can start.

As a rule, derivatives are high-leverage securities, which means that one can use them to place a very large bet — on stock prices, for example — with a very small upfront payment. Modest investments can lead to huge payoffs, or huge losses. Procter & Gamble in the U.S., for example, lost \$150 million last year speculating on the future direction of interest rates. "These things are a bit like dynamite," White says. "Very useful, used in moderation. But if you're not careful, you can blow your hands off."

Hull and White began their studies in derivatives while working together at York University in 1983. Hull, who had recently co-authored a paper dealing with foreign exchange options, received an invitation from the Royal Bank to give a presentation on the subject, and asked his new colleague White to come along. So many points of interest came up during the discussion that the two scholars found themselves drawn slowly into doing further research in the field. Both have backgrounds that equip them well for such rigorous analytical work: Hull studied mathematics and management science before moving into finance, and White did his undergraduate work in electrical engineering. Today, their expertise encompasses such issues as credit risk and the pricing of exotic interest rate derivatives.

Most of their work is applied research, with direct relevance to the folks employed on the trading floor of large financial institutions. "Our

focus has been on developing models and analytical procedures that we feel are of practical value," Hull explains. "Most of our ideas for research come from discussions with practitioners." Their model for valuing interest rate derivatives, for instance, is now more widely used by derivatives dealers than any other of its kind, and Hull's advanced textbook *Options, Futures and Other Derivative Securities* (soon to be published in its third edition) sells as many copies to the professional market as to the academic. The pair also run regular executive development programs, as well as an annual conference on derivatives analysis, for corporate finance professionals.

This sort of continuing education has been much in demand in recent years. Derivatives can, after all, prove immensely complicated to use, and even the skilled professionals who handle treasury management for major corporations can sometimes blunder into disastrous deals. Mind you, the complexity of the transactions isn't necessarily the main reason some big investors have taken serious losses in derivatives of late. More often, the real problem is a lack of proper controls within the organization.

"Companies with a big exposure to something like foreign exchange hire people to manage risk by trading swaps or futures," White explains. "But hedging is a fairly mechanical job, and sometimes it seems that the people who do it get bored and start looking for more exciting things to do. So they slowly accumulate a huge exposure in some market, which then blows up in their face." That, of course, can only happen when traders are subject to limited oversight. So to prevent such disaster scenarios from unfolding, senior executives need to articulate clearly the objectives of any program for using derivatives, and monitor carefully those employees responsible for hedging.

Bad news on the derivatives front in 1994 cast a definite chill over the market, and the demise of Barings only seemed to confirm people's worst suspicions about these instruments — even though, as Hull points out, the whole debate was really just an extreme case of inadequate controls. ("The same thing could have happened if Leeson had been trading stocks.") Will derivatives bounce back? Certainly, the scholars say. Corporations and pension funds simply cannot do without sophisticated instruments to manage their risk. And, after all, even junk bonds have managed to find favour in financial markets once again.

"Derivatives," says Hull, "are not about to disappear."

— DAVID TODD



SURESH SETHI:

"Out of 50 new studies, maybe one will become applicable...It's like playing darts; to get the one that hits the bull's-eye, you have to throw the other 49."

Suddenly, Suresh P. Sethi had one heck of a difficult decision to make. It was 1969; he had just finished his MBA at Washington State University, and now a major

American forest products firm was making him a tempting job offer. What should he do? Accept it, and all the financial rewards that would come with it? Or follow his instinct, which was telling him to go for a PhD?

In the end, the lure of the academic world proved stronger. Sethi went on to complete his doctorate in operations research from Carnegie Mellon University in late 1971; today, he is Professor of Operations Management and Director of the Laboratory for Manufacturing Research at UoT. And he has never regretted his choice for a moment. "I wouldn't have liked the 8-to-5 existence," he confesses.

Sethi's area of expertise is operations management — theoretical research that seems, at first glance, light-years removed from the everyday considerations of the business world he once considered joining. In reality, however, his studies have provided fundamental insight into the management of complex business systems in fields ranging from manufacturing to marketing. His status as one of the top international scholars in this discipline was acknowledged by UoT in 1984, with the awarding of a Connaught Senior Research Fellowship, and was cemented last year by his election as a Fellow of the Royal Society of Canada.

Sethi, who joined the Faculty of Management in 1973, and became a full professor five years later, has devoted much of his time in the last few years to problems of planning and scheduling in advanced manufacturing systems. An example? Let's suppose that you run a major manufacturing operation. One of the goals, obviously, is to meet the demand for your products at minimum cost. Decision-making, however, can be quite complicated, because there are so many uncertainties involved —

demand is unpredictable, machinery may break down, and so on.

Now, at some point you'll probably need to increase capacity by purchasing additional equipment. How, exactly, do you decide how much new capacity to add, and when to add

it? And how do you figure out what production levels ought to be, both before and after? It's a huge problem — but fortunately, it can be simplified. First, tackle the long-

term capacity decision; you can deal with the uncertain factors, such as demand, by using average figures for them in your calculations. Once you've taken care of the capacity decision, then the production decision should be relatively easy to make. This method of breaking down a single complex problem into smaller, more manageable ones is known as "hierarchical" decision-making. It is used frequently in the business world — and Sethi has done the mathematical work that proves there's justification for the practice.

More than two decades have passed since Sethi, who earned a Bachelor of Technology degree in his native India before coming to North America, made his earliest foray into operations research. While working on his PhD, he became interested in a new mathematical theory called optimal control, and hit upon the idea of applying it to business problems in areas such as production, marketing and finance. (How much, for example, should a company advertise to maximize profit? What is the right level of capital investments?) From there, he ventured into forecast and decision horizons, wrestling with the question of "how far one needs to project into the future in order to make current decisions." In subsequent papers, Sethi has also dealt with finance-related problems of consumption and investment — and, more recently, with the sequencing and scheduling of robotic cells in manufacturing.

There has never been much doubt that developing theory is his true calling. Still, Sethi periodically takes on applied research as well — working with Digital Equipment Corporation

Theoretical research helps firms to manage complex business systems



to improve their semiconductor manufacturing operation, for instance, and helping the Metropolitan Toronto Police with their efforts to develop better response mechanisms. (For the latter project, he spent an evening with officers patrolling the Yonge Street beat — certainly something of a departure from hierarchical scheduling and planning algorithms.) When it comes to his choice of such projects, however, he is exceptionally rigorous, accepting contract work only if the results will have widespread applicability. Duty to his discipline always comes first. "I'm not interested in just solving somebody's problem, and taking the money for it," he says.

Not surprisingly, Sethi is an impassioned defender of pure research,

warning against the kind of bottom-line mentality that recognizes value only in applied work with readily apparent utility for business. As a society, he argues, we need to fund both types of research. After all, even the most esoteric of studies can turn out to have enormous practical value — although sometimes it can take decades before anybody discovers what that might be. "Out of 50 new studies, maybe one will eventually become applicable," he says. "And we don't even know which one. It's like playing darts: to get the one that hits the bull's-eye, you have to throw the other 49."

— DAVID TODD



AMBAR RAO:

"What I think is exciting is taking a real problem, abstracting from it, modelling it, and applying the results to the real problems."

In the early 1970s, relatively few people were drinking V8, the canned vegetable cocktail owned by the Campbell Soup Company. When Campbell decided to do something

about the poor sales performance of their product, they enlisted the expertise of Ambar Rao to turn the challenge into an experiment.

Over a period of years, Rao, then a Professor of Operations Research at New York University, used the sales performance of V8 Cocktail Juice to develop a theory which attracted both academic and corporate interest: it's not how much you spend, but the creativity of your campaign that will determine the product's success in the marketplace.

It's a theory that makes sense to the average consumer; some of the most imaginative advertising campaigns have generated the greatest product loyalty. Yet many corporations have failed to understand the relationship between catchy ads and sales. "Less money can buy you sales," says Rao, who has even shown that a creative advertising campaign can render a product less sensitive to price increases.

Developing mathematical models to answer practical marketing and operational questions is the focus of Professor Rao's academic career.

Fresh from a three-year stint as head of the Marketing Department at the University of Arizona, Ambar Rao has been lured to the U of T Faculty of Management by what he calls an "impressive team" of people working in the Faculty's marketing department, as well as by the quality of life in the city of Toronto.

Rao is the newest member of a team of academics at U of T's

Canadian Centre for Marketing Information Technologies. He is the Patricia Ellison Professor of Marketing. Here, he'll continue to find the balance between his academic responsibility to publish work in scholarly journals, and his own desire to help managers make better decisions. "What I think is exciting is taking a real problem, abstracting from it, modelling it, and applying the results to the real problems," he says.

His 30-year career in marketing science and operations research is speckled with curious applications of his research: a model for evaluating player performance in professional basketball, a paper on "The Auction House as Negotiator and Managerial Decision Maker", and a five-year consulting contract for the U.S. Department of Defense, during which time he provided advice on the allocation of recruitment advertising dollars for a force which had only recently become volunteer.

"All our academic problems are motivated by real problems," says Rao, explaining the relationship between his academic work and hands-on applications. "Abstracting from a real problem and building a model — the traditional academic route — is hard enough. But I think the original problem is as important as the technique you brought to bear on it."

Rao spent most of his career at

New York University, leaving in 1991 to take a research chair at the University of Arizona and, the year after, to become head of the Marketing Department there. Having met some of his Toronto colleagues on previous occasions, Rao says he knew that U of T's Faculty of Management would provide him with the environment to continue to do what he does best.

— DEANNE FISCHER



ANDREW MITCHELL:

"We have faculty who can make sense of the huge mountain of data pouring out of businesses every day."

With every beep of a SKU passing the check-out, every club card swiped through electronic sensors, and every debit card transaction recorded, retailers and manufacturers are accumulating an immense and almost indecipherable volume of information. It is a virtual data explosion which should help managers make better decisions about production, operation and logistics, marketing, and merchandising — provided they have the expertise and the technology to make sense of it all.

However, many companies have become lost in the maze of information that they have collected and are finding it hard to see the proverbial forest for the trees. Other companies are unsure that the

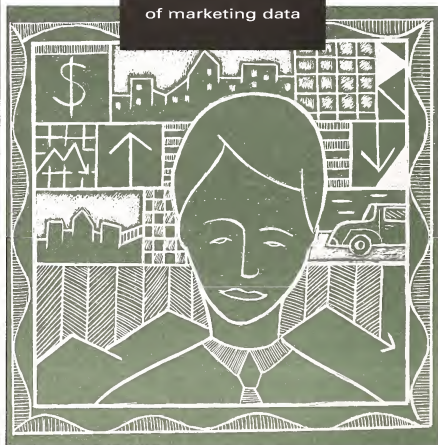
long term, somewhat intangible results of information technology will pay for the immediate investment in resources needed.

That's why an increasing number of businesses are turning to the Faculty of Management's Canadian Centre for Marketing Information Technologies — known as C2MIT — for help. By collaborating with marketing and operations management professors on research projects that have practical applications, attending workshops, speaker presentations and brainstorming with top academics, business leaders are learning how to get the full value of information that new technologies are producing.

Marketing Professor Andrew

Mitchell, Executive Director of C2MIT, says the marketing professors at the University of Toronto who

C2MIT helps
Canadian business
decipher mountains
of marketing data



specialize in mathematical and statistical modelling can help marketing practitioners solve the marketing problems of the 1990s. "We have faculty who have rich and extensive backgrounds in statistical modelling and mathematical approaches to marketing problems that can play a key role in making sense of the huge mountains of data pouring into businesses every day," says Mitchell. Among the Faculty's top researchers are Gary Russell, Associate Professor of Marketing, who has built a world-wide reputation in the statistical analysis of marketing data; and Ambar Rao, the Patricia Ellison Professor of Marketing, who has published extensively in the areas of advertising, new product management, and pricing. He has applied many of these research ideas in consulting engagements with major corporations in the United States, including Lever Bros., Coca-Cola, and Campbell Soup. Rao, who joined the Faculty this summer, was particularly attracted to the U of T because of C2MIT and its relationship with business, says Mitchell.

While the development of models and procedures are essential to make effective use of these data, marketing knowledge, intuition and creativity are still required to turn the results of the analyses into successful marketing programs and strategies, cautions Inez Blackburn, Managing Director of C2MIT. "Current data tells you what consumers did. Insight is required to understand why they did it, and creativity is necessary to develop a program to determine where they're going and what they will do next," says Blackburn, who joined the Centre last March after stints at Cott Beverage and Nabisco Brands.

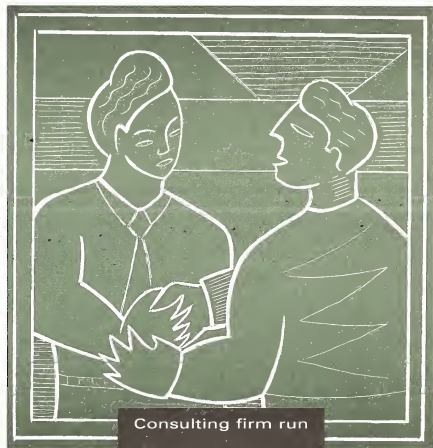
Blackburn and her academic colleagues are capitalizing on the business sector's need to be at the forefront of technology. The Centre has an ongoing relationship with seven large "member companies," and does con-

sulting work for many others. The member companies include IBM, Loyalty Management Group, Molson Breweries, Nabisco Brands, National Grocers Co., Nielsen Marketing Research, and Procter & Gamble.

It is a difficult task to marry the practical needs of business with the scholars' desire to publish in academic journals, says Blackburn. "Often the academics are far in advance of the paradigm in which a company is working," she notes. However, the Centre has risen to the challenge: in the five years since its inception in 1990, the Centre's findings have greatly helped Canadian businesses compete in the Information Age. C2MIT's eight professors and 10 research assistants have completed 22 projects. Many of these projects have gone on to be published in academic journals and books.

Currently, the Centre is talking to business about emerging trends in marketing. For example, the 'Information Highway' with in-home shopping has the potential to have a major impact on the marketing of consumer goods. Companies that are not preparing for these changes may find themselves operating in channels of distribution that are declining in importance in the years ahead.

The Centre's current research projects include developing ways for retailers to use scanner data to assess the influence of feature advertising and in-store display on the market basket of items purchased by consumers. Another project will provide an understanding of how the price differential between national brands and private label brands affect their sales. The analytical techniques developed for these projects can be used by any number of companies. However, Blackburn remains cautious about technology: "Technology is like a car — it can get you there faster, but you've got to know where you're going to avoid a crash."



Consulting firm run

by U of T MBA

students succeeds in
winning big corpora-
tions as clients

Martin, who is the Faculty's Executive-in-Residence and a veteran corporate

consultant, the group is going after the lucrative big business market and has almost tripled its sales targets over last year. With one-third of their trial year as corporate consultants under their belts and a majority of contracts completed, these six students stand to exceed their ambitious goals.

Whatever profits they make are theirs to keep — a fairly good showing for what amounts to a full-time summer job and a part-time job throughout the academic year. But it's not necessarily the money that attracts top caliber graduate students to the student-run business. Says its President Krane, "Most of us were attracted to the idea of running our own show."

Krane is convinced that he and his colleagues have jelled into a formidable team. And he attributes their success in the seemingly out-of-reach corporate world to the maturity of the players. The six members of the Impact team hardly fit the image of the naive, fresh-faced students of the past. They are young, but not too young — they average in their late 20s. And, collectively, they have the work experience that affords them the measure of credibility they need to attract corporate clients.

Team member Roulia Stratakis, for example, has four years of experience in the insurance industry. Sheila Kruse Boyce worked for two years as a sales representative for greeting cards made with recycled paper products, and, before that, as the chef and first mate of a charter yacht. Krane him-

self has worked for the CIBC, developing a targeted mortgage program, and for the

Campbell Soup Company where he managed substantial marketing campaigns.

It is this diverse range of experience that led Joseph Martin — a consultant with Braxton and Associates and a teacher in the MBA Program at the Faculty — to support Impact Consulting's leap into the corporate market. "I happen to agree with their strategy," says Martin, who has enough faith in the group's abilities that he has even sub-contracted some of his own work to them — with his clients' approval, of course.

Krane and his colleagues were chosen from among the MBA students who applied to be members of the Impact team. With the resources of the Faculty's Business Information Centre and the intellectual support of business school faculty members, Impact Consulting offers high quality, low cost management consulting.

Until recently, each new team started with a blank slate. But Krane says thanks to the long-term thinking of his predecessors, who may not have raked in the profits but at least created a structure for the company that would sustain its growth. Impact is now in the position to generate and complete corporate contracts, especially in their specialty areas of market research, marketing, and strategic planning. The 1994/95 group brought in a Board of Directors for Impact and toughened up the selection criteria for the incoming crew. With those improvements, the annual turnover in team members doesn't hinder the



JOSEPH MARTIN:

"Impact Consulting is
tapping into a niche"

In the booming field of corporate consulting, a group of young upstarts are making an impact. They are the six U of T second-year

MBA students selected to form The Impact Consulting Group this year and they have taken the 23-year old student consulting firm to a new level.

Impact Consulting is run out of the U of T's Joseph L. Rotman

Centre for Management by a new group of students each year, the previous year's team choosing their own successors. Traditionally, student consulting businesses such as Impact have focused on small business clients — as small as the hot dog vendor across the street.

But this year, under the leadership of President Stephen Krane and with sage counsel from advisor Joseph



business as much as it used to.

Both Krane and faculty advisor Joseph Martin say Impact Consulting is tapping into a niche. "By capitalizing on the outsourcing opportunities of our corporate clients, we are well on our way to exceeding our sales target," says Krane. Martin admits he

thought the group was being too optimistic with its \$100,000 sales target this year, but the team of Krane and colleagues is quickly proving that the combination of experience and the confidence of youth should never be underestimated.

— DEANNE FISCHER



ALAN RUGMAN:

"There really is no such thing as a Canadian business anymore.

Businesses in this country now operate on a North American scale"

You know, it wasn't exactly easy speaking out for free trade back in 1988. True, you could marshal some pretty compelling arguments to support your position. But in the eyes of Canadian economic nationalists at the time — well, anyone who favoured the idea was obviously an agent of the forces of darkness.

That kind of talk didn't faze Alan Rugman for a moment. One of the leading North American scholars in the field of international business, he plunged headlong into the great public debate, unapologetically proclaiming his support for the Canada-U.S. Free Trade Agreement — a deal that he had helped to negotiate. Seven years down the road, Rugman says, it's the economic nationalists whose arguments have been discredited. "They were old-fashioned and backward-looking," he contends. "I consider myself to be a modern Canadian nationalist."

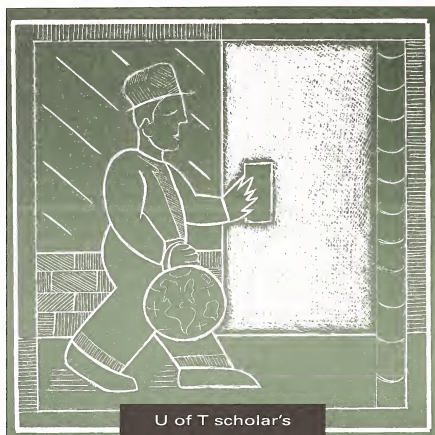
For Rugman, who left Dalhousie University in 1987 to join the U of T Faculty of Management, nationalism today means facing up to the reality of Canada's economic interdependence with the United States, and embracing strategies that will ensure the country's ability to compete in the international marketplace. It means adopting a global perspective, while still maintaining a strong Canadian focus — a principle that has informed Rugman's own work for most of his academic career. Indeed, from his early research on multinational enterprises, to his current studies on international competitiveness, Rugman has consistently pursued the goal of producing international-calibre work with a uniquely Canadian relevance.

Rugman's ongoing competitiveness research — a collaboration with fellow Faculty of Management Professor Joseph D'Cruz — focuses on the concept of the strategic cluster: a group of firms based in a single geographic

region, all participating in the same industry. (Canadian examples include the Alberta energy cluster, and the Toronto financial services cluster.) At the core of such a group is a dominant 'flagship' firm — typically a multinational enterprise. These flagship firms, Rugman and D'Cruz argue, have the capacity to foster greater Canadian competitiveness, by building networks of strategic relationships — with key suppliers, key customers, selected competitors and the "non-business infrastructure," which includes government, education and the health care system.

On the role of governments, Rugman is emphatic: they cannot be expected to lead the process of building competitiveness. Rather, their role is to support and facilitate the efforts of business. "Deficits federally and provincially are actually helping this," he says, "because it means that governments don't have the money for a lot of new programs. So it's forcing them to understand that they can be partners, but not leaders in competitiveness."

That's not the only change in thinking that Rugman has noted at the governmental level in the last 15 years. Prevailing sentiments in Ottawa with respect to foreign-owned multinationals have also shifted dramatically — from outright hostility to a more informed appreciation of their importance. Rugman, who first came to academic prominence writing about this category of firm, says that the economic nationalist platform of the last Trudeau government in the early 1980s was based on a fundamental misconception of the nature of foreign direct investment. Much of his work at the time was devoted to exposing the myths surrounding foreign multinationals in Canada — that they failed to invest in research and development, for example. Rugman also demonstrated, in his 1985 book *Megafirms*, that Canada itself has world-class multinationals, including



U of T scholar's
work in international
business and trade
has won him top
distinctions

Northern Telecom, Alcan and Bombardier.

"I wouldn't say that Canadians are in love with multinationals today," he remarks. "But there's a much better understanding of them, and I don't find hostility to my work, as I did then. People no longer just say that multinationals are big, bad and ugly."

In 1986, Rugman's expertise on international trade and investment earned him an invitation to join many of the country's top CEOs on the International Trade Advisory Committee, an influential group that helped to write the Free Trade Agreement. And in 1988, as a founding member of the Canadian Alliance for Trade and Job Opportunities, he worked the speech-making circuit, supporting Ottawa in its efforts to promote the virtues of the pact. Rugman's involvement in the 1992 North American Free Trade Agreement was more peripheral (he served on one of the sectoral advisory groups), but he has been writing extensively about its implications ever since it came into force.

The economic impact of NAFTA, Rugman argues, has been essentially neutral — just as in the previous case with the Free Trade Agreement. The U.S. and Canadian markets, he explains, were already highly integrated long before the negotiation of these deals. "There really is no such thing as a Canadian business anymore. Businesses in this country now operate on a North American scale. The FTA and NAFTA just gave us rules to govern the existing interrelationship [between the U.S. and Canada]. My standard line used to be that Canada and the U.S. were already living

together; this is just a marriage contract."

While protectionist sentiment has, for all intents and purposes, died

out in Canada, it remains alive and well south of the border — a state of affairs that gives Rugman cause for concern. In recent articles, he has addressed the very real danger that Canadian firms could be sidestepped by discriminatory American trade measures aimed against the Japanese. "The U.S. tends to be isolationist, and many people buy into simplistic us-versus-Japan jargon," he says. "I think Canadians are more internationally aware."

In many ways, this has been a milestone year for Rugman, who emigrated to Canada from his native England in 1968. It has seen him mark his 50th birthday, and his 25th year as a researcher and teacher. Appropriately, the publisher Edward Elgar announced plans this year to assemble a new two-volume collection featuring 50 of Rugman's selected papers. That's a rare tribute for an academic still in his professional prime. And, like his 1991 election as an elite Fellow of the Academy of International Business, it is a measure of the influence his work has had within the international scholarly community.

"That's what I've always wanted to do — from a Canadian base, publish in the top international journals — and write important books on a world basis." You might say that Rugman has adopted the very same formula that he likes to prescribe for Canadian enterprises: "If you're doing business in Canada," he says bluntly, "it has to be international business." ■

— DAVID TODD



the

Electronic BUSINESS SCHOOL

**MBA students create
electronic business
school to take the legwork
out of studying**

Teamwork is an important part of management education at the University of Toronto. Until recently, that meant students did a lot of traveling to get together

with their study groups to work on assignments, and they played a lot of telephone tag with their classmates.

Not any more. Last year, a team of four MBA students at the Faculty of Management designed and implemented an internal computer bulletin board system that has taken a lot of the legwork out of teamwork.

Moreover, the system has transformed the culture of the school by creating an electronic meeting place and forum for students, faculty, and staff. Alumni will be joining the service soon, too.

Now known as E-Biz, it's the brainchild of the students themselves. Using a generic software package called First Class, students Jeffrey Feldberg, Michael Shiner, and Steven Ottaway, of the MBA Class of '95, and David Castell, of the MBA Class of '96, developed a way for students at the Faculty to send messages to each other, or to their instructors. They can also trade notes, check out job openings, pick up old exams or chapter reviews, and even submit assignments — all without leaving their desks. The creators even customized the system to fit the social needs of the students by providing areas to chat with friends and sell things (books, furniture, cars, etc.) via electronic classifieds.

Using their home computers and a modem, or the school's computers in the lab of the new Joseph L. Rotman Centre for Management, users of the system dial into the Faculty's computer network to link into E-Biz, and thus with one another. Like any other on-line service, E-Biz permits users to transmit written messages to others

who happen to be on the system at the same time, or leave E-mail messages for one or more classmates, a professor, the dean, or the whole school. Each student study group is assigned a private, on-line address, and can then communicate among themselves or distribute documents among group members without worrying about other groups having access to their discussions or information.

"In my first year, I found I was going to meetings to decide when we were going to meet, coming in to drop off diskettes, finding out about guest speakers at the last minute," says Jeffrey Feldberg, one of E-Biz's creators. "E-Biz allowed us to work easier with other classmates and to know what was going on in the Faculty. And the system has taken on a life of its own."

The system's benefits were "substantial" for one business professor, who actively used E-Biz last year to distribute assignments to his students and permit them to post message to clarify issues or ask questions. "The E-Biz is there 24 hours a day... and it allowed me to dispense with a good deal of photocopying, since readings and extra material could just be posted on the E-Biz as required."

It started with a small group of students using the system to communicate with each other. Within a year E-Biz, had become the nucleus for dialogue about anything from next week's assignment to next weekend's party. Feldberg says the students took to E-Biz almost immediately — after the system's first day, its server was discovered to be too small to handle the vol-

ume of traffic; it has been upgraded repeatedly to handle the load. By the end of the last academic year, virtually all of the full-time MBA students were on-line.

The system is also actively used by part-time MBA students, Executive MBA students, a number of faculty and staff, and anyone else who wants access to the Faculty's cyberspace.

This year, E-Biz is being run by two Toronto MBA students — Megan Langley and Gary Kivenko — chosen by their predecessors for their aptitude, dedication and technical skills. And again they expect over 90 percent of the full-time MBA students, and more than half of part-time MBA students to be on-line. "Technology doesn't seem to be too much of a problem," says Langley. "Because each year more students have advanced computing hardware at home."

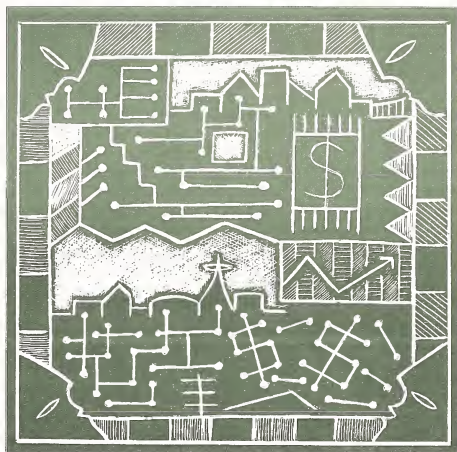
The influx of new students each term means getting them set up with the software and leading them through the system for the first time. E-Biz is distributed free for all users in either Windows or Macintosh format to load onto their own computers.

Most of the costs of the system have been underwritten by sponsors, who paid for their own icons and advertisements on the system. Last year, the

sponsors included Holt Renfrew, Reuters, the University of Toronto Computer Shop, and a few local restaurants. Neither Langley nor Kivenko nor any of the other students who created or work with the system are paid for their efforts.

Langley and Kivenko are in the process of bringing in a searchable career database for students to use on-line and they're working on getting more instructors to use the system to disseminate class information and accept assignments. For a small fee, alumni of the Faculty will soon be offered access to E-Biz, including a special area that will feature job vacancies posted by major business and corporate recruiters.

Feldberg says he thinks this kind of innovation is what will give the Faculty a competitive edge in recruiting top-notch students. "E-Biz is meeting new needs," he says. Feldberg is so confident in the ability of E-Biz to enhance the educational experience for MBA students that he has turned what was once a volunteer project into his own commercial enterprise. Feldberg now runs E.MBA Net — a company which sells internal communications systems like E-Biz to management schools across the country. ■



About the Faculty of Management, University of Toronto

MISSION

To provide excellent, professionally relevant management education programs and leading-edge research in the disciplines and fields of management.

PROGRAMS AND ENROLLMENT

FULL-TIME MBA PROGRAM

Prepares young men and women for a lifetime of leadership and success in management and business. A 20 month program – two eight-month academic periods and a four-month summer break for internships or other work experience.

ENROLLMENT:	250
(125 each class)	
MEAN GMAT SCORE:	618
(class of 1997)	
AVERAGE AGE:	26.3 years
AVERAGE WORK EXPERIENCE:	3.7 years
WOMEN:	37%
INTERNATIONAL:	22%
AVERAGE STARTING SALARY: (class of 1995)	\$52,000

PART-TIME MBA PROGRAM

Same program as the Full-Time, except offered through evening classes, usually completed over 10 terms that stretch over 3 years. Students continue working while in the program.

ENROLLMENT:	165
(55 each class)	
MEAN GMAT SCORE:	617
(class entering in 1995)	
AVERAGE AGE:	31 years
AVERAGE WORK EXPERIENCE:	7 years
WOMEN:	36%

EXECUTIVE MBA PROGRAM

For men and women who have the potential for senior management, eight or more years work experience, including three at the management level, and the support of their employer. A 20 month program held one day a week, on alternative Fridays and Saturdays, with several weeks of residency, as well.

ENROLLMENT:	104
MEAN GMAT SCORE:	560
AVERAGE AGE:	38 years
AVERAGE WORK EXPERIENCE:	14 years
AVERAGE MANAGEMENT EXPERIENCE:	9 years
WOMEN:	30%

PHD PROGRAM

Prepares men and women for successful academic and research careers. The major programs of study are in finance, marketing, operations management, and organizational behaviour and human resources.

ENROLLMENT: 40

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An undergraduate liberal arts program with an emphasis on economics and business related subjects. Administered jointly with the Faculty of Arts and Sciences.

TOTAL ENROLLMENT: 900

EXECUTIVE EDUCATION

Leading edge, innovative programs to enhance the managerial effectiveness of business men and women and the competitiveness of their organizations.

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- Negotiating for Success
- Analysis of Derivatives
- Frontiers of Derivatives
- Options Conference
- Customized management education programs (corporate partners include Stentor, Domtar, and Digital Canada)

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FULL-TIME

PERMANENT FACULTY 60

AREAS OF RESEARCH AND TEACHING

- Accounting, Business, Economics, Finance, Operations Management, Organizational Behaviour, Marketing, Strategic Management

Distinction: Four of five fellows of the prestigious Royal Society of Canada teaching at Canadian business schools are professors at the U of T Faculty of Management.

RESEARCH CENTRES

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Mission: To assist Canadian businesses to increase their international competitiveness and to develop strategies to become world leaders in their fields.

CANADIAN CENTRE FOR MARKETING INFORMATION TECHNOLOGY

Prof. Andrew Mitchell, Executive Director

Mission: To improve the productivity of Canadian businesses by providing a link between marketing practitioners and scholars at the University of Toronto who are working on the frontiers of marketing research science.

CENTRE FOR CORPORATE SOCIAL PERFORMANCE AND ETHICS

Prof. Michael Deek, Director

Mission: To understand how the management of social, ethical, and economic issues affects the key relationships of organizations with their multiple stakeholders.

CENTRE FOR PUBLIC MANAGEMENT

Prof. Sanford Borins, Director

Mission: To support basic and applied research in public management; to serve as an interdisciplinary focal point for scholars of public management at the University of Toronto; and to strengthen dialogue between public management scholars and practitioners.

INTERNATIONAL CENTRE FOR TAX STUDIES

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Mission: To stimulate research on taxation in Canada and the world relative to business and governments.

DEAN

Hugh J. Arnold, PhD. (Yale)

HISTORY

- 1902 U of T begins offering undergraduate management education courses
- 1938 Master of Commerce degree offered
- 1951 Institute of Business Administration founded, a predecessor of the Faculty
- 1971 Faculty of Management officially established after launching of doctoral program in 1969
- 1995 Opening of the Joseph L. Rotman Centre.

THE FACULTY of MANAGEMENT TODAY

A Supplement to The Bulletin

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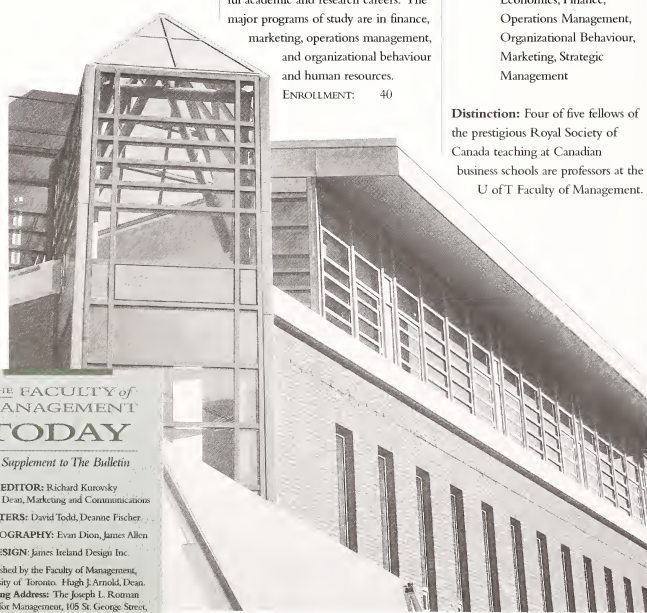
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LIVES OF EARLY MUSICIANS, RUSSIAN SCIENTISTS VARY WIDELY

Child sexual abuse rulings vary widely

Ontario Court of Appeal justices reviewing cases of sexual abuse against children vary widely in their sentencing decisions. A new study suggests this is because most of them do not grasp the impact on victims and cannot always properly assess offenders during sentencing.

The two-year study, conducted by Margaret Wright, a PhD graduate of the Faculty of Social Work, found justices still regard abuse involving penetration as the most serious sexual breach and use it as the standard when reviewing sentences imposed by lower courts.

"Cases where penetration didn't occur weren't considered to be as serious even though the abuse may have gone on for several years and involved fairly intrusive sexual behaviour by a person in a position of trust," says Wright, who examined more than 100 sentencing cases heard by the court between 1990 and 1993.

How victims are affected by this abuse is not a major consideration of the court, which does not routinely have victims' impact statements at its disposal. On the other hand psychiatric evidence introduced by the defence frequently depicts offenders as either atypical child molesters unlikely to reoffend or as pedophiles who could not stop their behaviour. In either case, Wright notes, the offender benefits during sentencing.

"Although research clearly shows that the vast majority of those who sexually assault children are not pedophiles, many judges and justices remain confused as to who is a pedophile and who isn't. This almost always works to the accused's advantage."

Wright has submitted the results of her study to the Court of Appeal. She plans to publish the findings as well as write a book on the project.

Agriculture, carbon dioxide may be linked

An increase in the level of carbon dioxide in the earth's atmosphere that occurred during the late Pleistocene age may have contributed to the development of agriculture, a botany professor suggests.

In a recently published article in the journal *Global Change Biology*, Rowan Sage of the Department of Botany writes that between 15,000 and 12,000 years ago the atmosphere

experienced a 33 percent rise in carbon dioxide content. Within 5,000 years of this change widespread domestication and cultivation of plants occurred across the globe. Depending on where they were in the world, humans first grew wheat, barley, sugarcane, rice, potatoes and chili peppers during this period.

"The species *Homo sapiens* has been around for perhaps 200,000 years but agriculture was developed throughout the world between 11,000 and 6,000 years ago," Sage explains. "The apparent synchrony associated with its rise indicates there might have been a global environmental control over when agriculture became possible."

Sage, who studies the effects of varying atmospheric carbon dioxide levels on plant photosynthesis and productivity, says research has shown that higher levels of carbon dioxide lead to plants acquiring more carbohydrates. Higher carbohydrate contents allow plants to better withstand disease, herbivores, droughts and even fire. "Thus," he argues, "low carbon dioxide levels during the Pleistocene may have been an important limitation on when agriculture became possible."

He adds that although other climatic, biological or cultural reasons for the origin of agriculture have been suggested over the years, none has successfully accounted for the synchronous rise of farming.

World's first complete bioinventory begins

In February Professor Dan Brooks of the Department of Zoology will train a group of local people to participate in the world's first inventory of all things living in a particular area of Costa Rica.

Brooks will train some 30 people to find worm and protozoan parasites. Other international experts will train groups of "parataxononomists" to collect other kinds of organisms. The five-year, \$80 million project — known as the All Taxon Biodiversity Inventory (ATBI) — will result in a complete list of species (annotated with descriptions of their features) from the Guanacaste Conservation Area in the northwest province of the central American country. As the collections of bacteria, protozoa, fungi, plants and animals — an estimated 330,000 species — grow they will be sorted into groups and sent around

the world for naming, description and analysis. In addition to revealing the existence of previously unknown species the Guanacaste ATBI will enable scientists to accurately measure rates of extinction and identify organisms with properties that are potentially useful in the development of pharmaceutical products and genetic techniques.

Approximately five percent of the world's species are found in Costa Rica, a country smaller than Nova Scotia, occupying only 0.035 percent of the world's land. Each year around 100,000 Canadians visit Costa Rica, where ecotourism has become an important part of the economy.



Russian scientists live below starvation levels

Russian scientists must now live on as little as \$50 a month and there is no longer money to support their research, says Robert Reisz, a professor of zoology at U of T's Erindale College in Mississauga.

In July Reisz returned to Canada from three weeks of field work in Russia. "Scientists in Russia are now unfunded," he says. "They are living below starvation levels. It is a very grim situation."

To work at all they must collaborate with foreign scientists with funds from their home governments or other sources. With the support of the National Geographic Society, for example, some of Reisz's Russian colleagues — several paleontologists and a geologist as well as students from the University of Moscow — have been able to participate in his research program.

Screening test granted US patent

A screening test for early detection of colorectal cancer, invented and

developed by a U of T team of scientists led by Professor Jiri Krepinsky of the Department of Molecular & Medical Genetics, has been granted a US patent.

During extended patent trials, the test, being marketed under the name COLOPATH, shows at least a 92 percent sensitivity for colorectal cancer. Designed to be performed by primary care physicians, the test works by detecting specific compounds in colorectal mucosa.

The test allows for the early identification of individuals at high risk for colorectal cancer, says Krepinsky, adding that early detection and treatment has led to improved survival rates.

The patent is licensed exclusively to Procyon Biopharma Inc., the London, Ontario, company that is marketing the test through the U of T Innovations Foundation.

Cost of treatment not affected by antibiotics

Preliminary results of a study of pneumonia patients show that the cost of treating patients is roughly the same, regardless of the kind of antibiotic they are taking when first diagnosed.

The study was conducted by Professor Andrew McIvor of the Department of Medicine, a respirologist at the Sunnybrook Health Science Centre, in collaboration with the Montreal research firm, Technology Assessment Group. They concentrated on 1,260 non-hospitalized people in Saskatchewan who were diagnosed with pneumonia and prescribed antibiotics between April 1 and Sept. 30, 1993. The records of males and females of all ages were examined for 28 days after the day of diagnosis to tabulate the cost of physician visits and the cost of antibiotics reimbursed by the province's prescription drug plan.

The average total cost of treatment was \$76, of which three-quarters was for physician visits and one quarter for antibiotics.

Six groups of antibiotics were prescribed, but although the price of the initial prescriptions varied by as much as 40 percent, the study found that the total cost per patient treatment during the six-month period was similar, within 12 percent of the average.

All of the antibiotics were successful in approximately 85 percent of the cases (no follow-up prescription was needed), yet 49 percent of

patients either had to visit the doctor's office again, fill another prescription or both. The study showed that the costs of these follow-up measures outweighed the large differences in the initial price of the prescription.



Lives of early musicians not so different

They may not have had to contend with as many deranged fans or hide from badgering paparazzi but early musicians had some of the same troubles many of today's performers have, one music professor's research into the lives of early musicians in Italy has revealed.

Employed by the governments or courts of large cities, singers and instrument players during the period between 1200 and 1600 often found themselves in trouble with the law over their drinking, partying and general rowdiness. "They made nuisances of themselves and behaved rather excessively, not unlike today's rock stars," says Timothy McGee of the Faculty of Music, who has spent 20 years examining the records of the day at archives throughout northern Italy.

He adds that many of these musicians were actually revered like stars. "There was one soprano who sang so well that she was given a city as a reward." Other documents suggest the musicians earned quite a bit of money freelancing at weddings, processions or big events in smaller towns. This, however, is not reflected in their income tax returns. "The salaries of some were frozen at a certain level for a very long time yet they managed to support large families and live quite well," McGee says. "Obviously, they didn't report everything they got and I have found specific examples of that." McGee is now working on a book that will detail the lives of several of these colourful early performers.



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LETTERS



BIAS QUESTIONED

In an article Sept. 18 *The Bulletin* asserts that "historically there is a strong gender bias against women in medical research and medical treatment" (Corporations Support Women's Health Research). It quotes Women's College Hospital figures as showing that "only five percent of Canadian health research funding goes directly into women's health." Is gender bias in the Canadian medical profession so bad, or is this assessment the result of advocacy tactics? In the US such tactics have recently been criticized as misrepresenting the issue and causing waste.

Writing in *Atlantic Monthly* in August 1994 Andrew Kadar of the UCLA School of Medicine notes that US advocates are fond of quoting a 1987 inventory of the National Institutes of Health (NIH) research funding showing that 14 percent went to diseases affecting women only; however, they invariably fail to note that 80 percent went to diseases that affect women and men equally, with the

balance — six percent — going to diseases that affect men only.

Commenting in *Nature* on a politically motivated, but seriously flawed \$625 million NIH study of women's health, Barbara Culliton noted that data of the type presented by Kadar "were sidelined by NIH officials" who, being "besieged by women's health groups," were "seeking arguments in favour of a conspicuous ... initiative." She comments that "they have done women a disservice."

Women's College Hospital research notwithstanding, one must perforce be sceptical about assertions suggesting that the Canadian pattern of spending on women's health is radically different from that in the US.

PHILIP SULLIVAN
AEROSPACE STUDIES

POSTAL CODES FAIL TO REVEAL DIVERSITY

While I enthusiastically endorse the call made by Professor Peter Silcox to go beyond local boundaries in our quest for the best

students, I am uncomfortable with the suggestion that U of T is not already a leader in the battle against parochialism (Recruiting the Best, Oct. 2). The statistics quoted by Professor Silcox (eight percent to nine percent from Ontario outside the Greater Toronto Area and less than two percent from the rest of the country) do not tell the full story.

It is true that U of T attracts a very high proportion of its first-year registrants from a "local" zone made up of Metropolitan Toronto, Peel and York regions and Simcoe County. Eighty-three percent of first-year students admitted directly from high school in 1994 were drawn from this zone compared with an average of 43 percent for the other 16 Ontario universities.

Does this make U of T a parochial institution? To place these numbers in perspective, it should be noted that York University leads in this category with 85 percent of its secondary school registered applicants drawn from the same zone. Reflecting the huge pool of applicants living in

this area, another institution in the GTA, Ryerson Polytechnic, ranks third (with 76 percent).

It should also be noted that while most students we admit directly from high school are local, only 54 percent of other first-year registrants originate from that zone (versus an average of 40 percent for the other universities). These include high school students from other provinces and foreign countries, applicants from community colleges and universities in and outside Ontario (including foreign institutions) and Ontario high school graduates from prior years. Where U of T does not fare well is in the fact that we draw a mere 11 percent of our students from these educational sources. Only Wilfrid Laurier takes in fewer (seven percent) while York has 16 percent and Ryerson 31 percent of their students from such sources (the provincial average is 16 percent).

Just because our student population is recruited locally does not mean it is not diverse. *As contrived*. There are three pieces of evidence to sustain the opposite view: (1)

the U of T population of first-year students includes four percent of visa students compared with an average of 2.5 percent for other universities. Only Queen's (with an astounding 16 percent) and Windsor (six percent) draw a larger proportion of their students from outside Canada; (2) even among "domestic" students, the U of T population includes 16 percent of landed immigrants — most, presumably, in Canada for less than three years. This is the highest proportion among all 17 universities in Ontario (the average is six percent); (3) perhaps most significantly, an incredible 31 percent of our students had a mother tongue other than English or French. This is nearly three times higher than the average (11 percent) for the other universities.

It is therefore clear that U of T is acquiring itself reasonably well of its *mission civilisatrice* even though it may appear to be becoming an increasingly local institution.

FRANÇOIS CASAS
DEPARTMENT OF ECONOMICS

ON THE OTHER HAND

BY NICHOLAS PASHLEY

SHOOT, IF YOU MUST, THIS OLD GREY HEAD

ANYONE WHO TILLS THE FIELDS OF a higher education in this country is aware of the great question that arises in every conversation: when are we likely to see a raise? The hard-working On the Other Hand team has researched this issue and the answer is: not in your lifetime, sunshine.

Actually, that was not the question I had meant to address in this column, but I'm not quite myself today. I've had an unsettling experience. Believing that we've got to give this Ontario government a fair try, I decided to take Community & Social Services Minister David Tsubouchi's advice about cutting costs. I don't know if you've ever tried haggling over tuna prices at Loblaw's, but it's no fun to be hauled out of the cash line and summarily shown the door. I didn't even get my quarter back for the shopping cart. And just before this embarrassing turn of events I saw my first eggnog of the year on the dairy shelves. It's not very nice in this festive season to be told by a supermarket manager that he doesn't care what the government says, nor is getting those tins of tuna for 69 cents.

Still the laugh was on them. I went to another store and picked up a tin of tuna — called Nine Lives — for only 39 cents. Quite honestly I didn't think it was very good but my cat gobbled down what was left.

But seriously, the other question we all ask here at U of T is: what exactly is causing the financial strain, the sense of concern and that dark feeling of oh-heck-I-can't-go-on that seems to be getting us all down? Is it the lack of government funding? Nope. The weather? No, it's like this every October. The inconsistency of the Varsity football team?

No, the reason we're going to heck in a hand basket, according to a Carleton University psychology professor, is our aging faculty. Now, thinking like a hard-nosed don't-give-me-problems-give-me-solutions business manager, I expected Edward Renner's report to offer a way of rejuvenating the crew of ancient



scholars you see shuffling in and out of the Faculty Club any day of the week. Professor Renner's prescription, I hate to say, is rather more radical. Take 'em out behind the Slowpoke Reactor and shoot 'em. The codgers, claims Renner, are making too much money and have lost touch with their students.

Pretty damning stuff. It is true that some of our senior faculty members are making as much as the Blue Jays' bullpen catcher and some are out of synch with the younger generation. I can't remember the last time I saw a U of T prof at a rock concert. Mind you, the last time I went to a rock concert members of the audience bickered over whether John, Paul, George or Ringo was cuter.

Professor Renner's study reveals that 97 percent of Canada's practising academics were born before 1961. A staggering zero percent were born in the years since 1980, which speaks volumes. How many members of the classics department can quote from *Nine Inch Nails'* latest CD? How many of them even own a CD player? Are our senior metallurgists, anthropologists, linguists and philosophers keeping up on the events of Melrose Place sufficiently to appear relevant to their students?

What young person of today will sit still through a lecture on the subjective pluperfect in Sanskrit delivered by some old fogey who doesn't know Ren from Stumpy, Beavis from Butthead or the X-Files from *Baywatch*? It's tough enough being a student these days — what with tuition increases, rising beer prices and the inconsistency of the Varsity football team — without having to look at some old geezer who probably knew Byron personally but still hasn't heard of Kurt Cobain and whose VCR is probably still flashing 1200.

A word to the wise: they're on to you. But don't despair. Leonard Cohen turned 61 last month and the kids still love him. Wear black. Slick your hair back, if you've got it. Get some if you haven't. Be hip and gloomy. Alternatively, find older students. Good luck.

BOOKS



The following are books by U of T staff. Where there is multiple authorship or editorial staff are indicated by an asterisk.

October

Darden Voice: Two Centuries of Canadian Garden Writing, edited by Edwina von Beyer and Pleasance Crawford* (Random House of Canada; 256 pages; \$28.95). Gardening in Canada began thousands of years ago when aboriginal peoples first broke the soil to plant vegetable seeds or gathered wild rice to sow at the lake edge. While this anthology pays homage to these original gardeners, it highlights the voices of gardeners in our recorded history. Over 80 representative selections from diaries, letters, articles and books capture a portrait of the gardening tradition in Canada from every decade since the 1790s and from every province and territory.

Critical Issues in Editing Exploration Texts, edited by Germaine Warkentin (University of Toronto Press; 160 pages; \$40). The papers in this collection deal with a cultural problem central to the history of exploration: the edition and transmission of the texts in which explorers relate their experiences. They chart the transformation of the study of exploration writing from the genres of national epic and scientific reportage to the genre of cultural analysis; they also reflect on ongoing

changes in our ideas about editorial procedures, literary genres and cultural appropriation.

Persecution, Extermination, Literature, by Sem Dresden, translated by Henry G. Schott (University of Toronto Press; 250 pages; \$45 cloth, \$17.95 paper). The book discusses the difficult and delicate problem of how to approach the literature on the persecution and extermination of the Jews during the Nazi regime. The aim is two-fold: on the one hand to establish the conditions in which Holocaust literature was produced and on the other to explore the implications of the reader's responses to this writing.

The Collected Works of Samuel Taylor Coleridge, Volume 11: Shorter Works and Fragments, edited by H.J. Jackson and J.R. de J. Jackson (Princeton University Press; 1,762 pages in two volumes; \$150).

The two volumes bring together a number of substantial essays that were not long enough to require volumes to themselves and to these are added more than 400 other pieces, some of them fragmentary, many of them previously unpublished. Along with subject matter that might be expected such as literature and language, theology, politics and science many less predictable topics are included — child labour laws, marriage, suicide, church history, the abolition of slavery and the state of the colonies.

EVENTS



LECTURES

Scaling the Islands: What Seas, What Shores?

MONDAY, OCTOBER 23
Prof. Gillian Beer, University of Cambridge; final Alexander lecture. 140 University College. 4:30 p.m.

Education and Politics in Iran.

TUESDAY, OCTOBER 24
Prof. David Menashri, Tel Aviv University. 14098 Roberts Library. 4 p.m. *Middle East & Islamic Studies and Political Science*

The Book in Canada Now: A Publisher's Perspective

TUESDAY, OCTOBER 24
Douglas Gibson, McClelland & Stewart. Lecture theatre, Claude T. Hise Building, 140 St. George St. 4:10 p.m. *Toronto Centre for the Book and Information Studies*

Scaling the Islands: Darwin as Gulliver.

TUESDAY, OCTOBER 24
Prof. Gillian Beer, University of Cambridge; second of four Alexander lectures. 140 University College. 4:30 p.m.

The Massacre of Thessaloniki in 390 AD.

TUESDAY, OCTOBER 24
Prof. John Wortley, University of Manitoba. Common Room, Pontifical Institute of Medieval Studies. 7 p.m. *PIMS, Thessaloniki Association and Canadian Academic Institute in Athens*

The Unconscious Civilization.

TUESDAY, OCTOBER 24
John Ralston Saul, author: CBC/Masey series. George Ignatieff Theatre, 15 Devonshire Place. 8 p.m. *Mystery and CBC*

Scaling the Islands: The Goat in the Cave.

WEDNESDAY, OCTOBER 25
Prof. Gillian Beer, University of Cambridge; third of four Alexander lectures. 140 University College. 4:30 p.m.

The Cult Centre at Mycenae: A Revolution in the Interpretation of Bronze Age Religious Practice in Greece.

WEDNESDAY, OCTOBER 25
Prof. Elizabeth French, British School of Archaeology at Athens. Lecture room, McLaughlin Planetarium. 5:15 p.m. *Archaeological Institute of America, Toronto Society*

Do Black Holes Exist?

WEDNESDAY, OCTOBER 25
Prof. John Moffat, Department of Physics. Lecture room, McLaughlin Planetarium. 7:30 p.m. *Canadian Science Writers' Association*

Is Kierkegaard a Right Wing Post-Hegelian?

THURSDAY, OCTOBER 26
University Prof. Em. Emil Fackenheim, Department of Philosophy. Combination Room, Trinity College. 7:30 p.m. *Kierkegaard Circle*

Cognitive and Social Factors in Children's Testimonial Competence.

FRIDAY, OCTOBER 27
Prof. Stephen J. Ceci, Cornell University. Room 127, 45 Walmer Rd. 3 p.m. *Child Study*

Scaling the Islands: Ebb Tide and Empire.

THURSDAY, OCTOBER 26
Prof. Gillian Beer, University of Cambridge; final Alexander lecture. 140 University College. 4:30 p.m.

Agent Orange: At the Interface between Science and Public Policy.

FRIDAY, OCTOBER 27
Prof. Peter Kahn, Rutgers University; UC lecture in peace studies. 1105 Sandford Fleming Building. 8 p.m. *University College*

The Discovery of the Truth: How the Top Quark Was Found.

SUNDAY, OCTOBER 29
Prof. Pekka K. Sinervo, Department of Physics. Auditorium, Medical Sciences Building. 3 p.m. *Royal Canadian Institute*

Philosophy of Art & Music: About Art.

TUESDAY, OCTOBER 31
Jon Vickers, tenor; Wilma and Clifford Smith Visitor in Music. Walter Hall, Edward Johnson Building. 12 noon. *Music*

Philosophy of Art & Music: About Music.

TUESDAY, OCTOBER 31
Jon Vickers, tenor; Wilma and Clifford Smith Visitor in Music. Walter Hall, Edward Johnson Building. 8 p.m. *Music*

Peter Grimes: Preparing the Role.

WEDNESDAY, NOVEMBER 1
Jon Vickers, tenor; Wilma and Clifford Smith Visitor in Music. Walter Hall, Edward Johnson Building. 8 p.m. *Music*

Mens Rea and Statutory Offences.

WEDNESDAY, NOVEMBER 1
Prof. Andrew Asworth, University of London; inaugural John L.J. Edwards memorial lecture. Flavell House, Faculty of Law. 4 to 5:15 p.m. *Criminology, Law and Woodsworth*

Modalities of Architecture: Architecture/Signs.

WEDNESDAY, NOVEMBER 1
Raymond Moriyama, architect. Room 103, 230 College St. 7 p.m. *Architecture & Landscape Architecture*

The Tomb of the Child-King Baldwin V and the Question of "Crusader Art."

WEDNESDAY, NOVEMBER 1
Prof. Jehava Jacoby, University of Haifa; Crusader Art: The Meeting of East and West series. Senate Chamber, Alumni Hall, 121 St. Joseph St. 8 p.m. *PIMS*

Singing, Schumann's Dichterliebe Op. 48

THURSDAY, NOVEMBER 2
Jon Vickers, tenor; Wilma and Clifford Smith Visitor in Music. Walter Hall, Edward Johnson Building. 12 noon. *Music*

Twice Murdered: Elizabeth Cary's Edward II (1626) and Its Bibliographers.

THURSDAY, NOVEMBER 2
Jeremy Maule, Trinity College, Cambridge; in conjunction with the conference on Editorial Problems. Senior Common Room, Victoria College. 4 p.m. *Reformation & Renaissance Studies*

Evolutionary Origins, Biosynthesis and Actions of Insulin and the Insulin-Like Growth Factors.

THURSDAY, NOVEMBER 2
Prof. Donald F. Steiner, University of Chicago; inaugural Charles H. Best lecture and award. 2158 Medical Sciences Building. 4 to 5:30 p.m. *Physiology*

The Roles of Wagner.

FRIDAY, NOVEMBER 3

Jon Vickers, tenor; Wilma and Clifford Smith Visitor in Music. Walter Hall, Edward Johnson Building. 8 p.m. *Music*

Psychosis and Dopamine Receptors.

SUNDAY, NOVEMBER 5
Prof. Philip Seeman, Departments of Psychiatry and Pharmacology, Auditorium, Medical Sciences Building. 3 p.m. *Royal Canadian Institute and Ontario Friends of Schizophrenia*

Back from Beijing: Reporting on the Fourth UN Conference on Women/NGO Forum.

MONDAY, NOVEMBER 6
Moderator: Winnie Ng. Popular Feminist lecture series. Boardroom, 12th floor, Ontario Institute for Studies in Education. 8 p.m. *Women's Studies in Education, OISE and NAC*

Why Erasmus Was No Lutheran.

TUESDAY, NOVEMBER 7
Prof. Erika Rummel, Wilfrid Laurier University. 1995 Erasmus lecture. 119 Emmanuel College. 4 p.m. *Reformation & Renaissance Studies*

COLLOQUA

Body Image, Body Schema and Neonatal Imitation.

MONDAY, OCTOBER 23
Shawn Gallagher, Canisius College, Buffalo. 10-298 Ontario Institute for Studies in Education, 352 Bloor St. W. 12 noon. *Applied Cognitive Science, OISE*

Developing the Parallels between Homogeneous and Heterogeneously Catalyzed Reactions.

WEDNESDAY, OCTOBER 25
Prof. Peter Maitlis, University of Sheffield. 158 Lash Miller Chemical Laboratories. 3:30 p.m. *Chemistry*

Symbolic Values.

THURSDAY, OCTOBER 26
Prof. Robert M. Adams, Yale University. 179 University College. 4 p.m. *Philosophy*

Influence of Deformation and Flow on Block Copolymer Melts.

THURSDAY, OCTOBER 26
Prof. Frank Bates, University of Minnesota. 102 McLennan Physical Laboratories. 4:10 p.m. *Physics*

Archaeological Problems ... Scientific Solutions.

THURSDAY, NOVEMBER 2
Prof. David Baird, Royal Military College. 102 McLennan Physical Laboratories. 4:10 p.m. *Physics*

Supramolecular Chemistry: Insights into Structure-Property Relations.

FRIDAY, NOVEMBER 3
Prof. Mary Anne White, Dalhousie University. 158 Lash Miller Chemical Laboratories. 3:30 p.m. *Chemistry*



SEMINARS

Domestic and Emigré Opposition to the Soviet Regime: Political Thought in the 1920s and 1930s.

THURSDAY, OCTOBER 24
Prof. Aleksei Ossianikov, Institute of History, Moscow. 14352 Roberts Library. 7 to 8:30 p.m. *CREES*

Catalytic Partial Oxidation of Alkanes at Millisecond Contact Times.

WEDNESDAY, OCTOBER 25
Prof. Lanny D. Schmidt, University of Minnesota. 219 Wallberg Building. 12:30 p.m. *Chemical Engineering & Applied Chemistry*

France Today: The Fifth Republic — the Future.

WEDNESDAY, OCTOBER 25
Prof. Jean-François Béranger, University of Bordeaux; final seminar on French Cultural Identity: Changes and Challenges. Room 2001, 7 King's College Circle. 2 to 4 p.m. *French, European Studies Program, Comparative Literature and French Civilization*

Can't a New Pasteur Find Soon a Vaccine against American Bad Faith?

WEDNESDAY, OCTOBER 25
Prof. Gerald Geison, Princeton University; Hannah seminar for the history of medicine. Seminar room, 88 College St. 4 to 6 p.m. *History of Medicine*

Developing Urban Sustainability Indicators: Key Issues.

THURSDAY, OCTOBER 26
Prof. Virginia Maclaren, Department of Geography. 2093 Earth Sciences Centre. 4 p.m. *IES*

The Common Nonsense Revolution: Hereditarian Scientific Fallacies.

FRIDAY, OCTOBER 27
Prof. Robert Bailey, University of Western Ontario. 3127 South Building, Erindale College. 12 noon. *Erindale Biology*

The Cellular Basis for Aluminum Toxicity and Resistance in Plants.

FRIDAY, OCTOBER 27
Prof. Leon Kochian, Cornell University. B142 Earth Sciences Centre. 3:30 p.m. *Botany*

Network of Neural Networks: Theory and Applications.

MONDAY, OCTOBER 30
Prof. Ling Qun, University of Sydney. 244 Calbraith Building. 12 noon. *Electrical & Computer Engineering*

Research Trends in Women's Health.

MONDAY, OCTOBER 30
Prof. Heather MacLean, Department of Nutritional Sciences. 330 Benson Building. 3:30 to 5:30 p.m. *Physical & Health Education*

Use of Stable Isotopes to Trace Material Flow within and between Ecological Systems.

FRIDAY, NOVEMBER 3
Prof. Robert France, McGill University. 3127 South Building, Erindale College. 12 noon. *Erindale Biology*

Post-Soviet Armenia and Transcaucasia: Prospects for Stability and Development.

FRIDAY, NOVEMBER 3
Garnik Natsagolian, Embassy of the Republic of Armenia. 14352 Roberts Library. 1:30 to 3:30 p.m. *CREES*

Life in the Dry Lane.

FRIDAY, NOVEMBER 3
Prof. Malcolm Potts, Virginia Polytechnic Institute & State University, Blacksburg. 142 Earth Sciences Centre. 3:30 p.m. *Botany*

Broadband Communication Networks: The Tuscany MAN.

MONDAY, NOVEMBER 6
Prof. V. Cappellini, University of Florence. 220 Calbraith Building. 3 p.m. *Electrical & Computer Engineering*

Inside the IMF: Theory, Practice and Reform.

MONDAY, NOVEMBER 6
Ian Clark, Canadian representative to the International Monetary Fund; *Whither the Liberal State* series. 3037 Sidney Smith Hall. 4 to 6 p.m. *Political Science*



MEETINGS & CONFERENCES

Governing Council.

THURSDAY, NOVEMBER 2
Council Chamber, Simcoe Hall. 4:30 p.m.

Editing Women.

FRIDAY, NOVEMBER 3 AND SATURDAY, NOVEMBER 4
Thirty-fifth conference on Editorial Problems. Sessions in 179 University College. Papers: Walking the Tightrope with Anne Wilkinson, Joan Caldwell, McMaster University; 'Not a novel, they said': Editing Virginia Woolf's *Three Guineas*, Naomi Buck, York University; Editing Lady Mary Wortley Montagu, Isabel Grundy, University of Alberta; The Inauthenticity of Katherine Philips Texts, Germaine Greer, University of Cambridge; Julian of Norwich and Self-Transcendence, Felicity Baddy, University of York; Response, Margaret Anne Doodley, Vanderbilt University. Detailed program available on registration. Registration fee: \$75, partial \$50; students \$30, papers only \$20. Information: Prof. Ann Hutchinson, 928-1300, ext. 3395, fax 971-1398.

Ssars, Science and Pyramids: Lost Knowledge of Ancient Egyptians.

SATURDAY, NOVEMBER 4
Symposium: held in conjunction with the School of Continuing Studies. Auditorium, Medical Sciences Building. 9 a.m. to 5 p.m. Registration fee: \$65; information: 978-2400 (School of Continuing Studies). *Society for the Study of Egyptian Antiquities*

University Affairs Board.

TUESDAY, NOVEMBER 7
Council Chambers, Simcoe Hall. 4:10 p.m.



MUSIC

TRINITY COLLEGE Choral Evensong.

WEDNESDAY, OCTOBER 25 AND NOVEMBER 1
Trinity College Chapel Choir; Robert Hunter Bell, director. Trinity College Chapel. 5:30 p.m.

FACULTY OF MUSIC EDWARD JOHNSON BUILDING Jazz Ensembles.

WEDNESDAY, OCTOBER 25
Gary Williamson and Alex Dean, directors. Walter Hall. 8 p.m.

Faculty Artists Series.

SATURDAY, OCTOBER 28
John Krupke, piano. Walter Hall. 8 p.m. Tickets \$15, students and seniors \$10.

EVENTS

MONDAY, OCTOBER 30

Music with Friends: chamber music by Gary Kulesha, guests: Stephen Clarke, David Bourque, Barbara Hannigan, Shauna Rolston and Mark Skrzynski. Walter Hall. 8 p.m. Tickets \$15, students and seniors \$10.

Electroacoustic Music Concert.

MONDAY, OCTOBER 30

Lecture/performance by Jean-Yves Boisvert, clarinet. Walter Hall. 12:10 p.m.

HART HOUSE

Noon-Hour Concert.

THURSDAY, OCTOBER 26

Stephen Ham, piano. Music Room. 12 noon.

From the Hart Series.

THURSDAY, OCTOBER 26

Chris Lakerdas, versatile folk and blues. Arbor Room. 8:30 p.m.

THURSDAY, NOVEMBER 2

Chris Warren, iconoclast with guitar. Arbor Room. 8:30 p.m.

Jazz at Oscar's.

FRIDAY, OCTOBER 27

Tracey Wilkins Quartet. Arbor Room. 8:30 p.m.

FRIDAY, NOVEMBER 3

Toronto Jazz Quartet. Arbor Room. 8:30 p.m.

Sunday Afternoon Concert.

SUNDAY, OCTOBER 29

Bang Lang Do, piano. Great Hall. 3 p.m.

Hart House Gala Concert.

SUNDAY, NOVEMBER 5

Sixth annual gala featuring all performance groups at Hart House. 2 p.m. Free tickets at the porter's desk.



PLAYS & READINGS

Comedypub:101

WEDNESDAY, NOVEMBER 1

Featuring comedy troupe Out to Lunch and any member of the community who wishes to participate; improv, standup, skits. Arbor Room, Hart House. 8 p.m. Information and participation: Paul Templin, 978-8676.



EXHIBITIONS

ERINDALE COLLEGE Down North: A Coastal Journey.

TO OCTOBER 26

Anne Merckih Barry, paintings. Blackwood Gallery. Gallery Hours: Monday to Friday, 12 noon to 5 p.m.

SCARBOROUGH COLLEGE

Death Devine.

TO OCTOBER 21

Pamela Williams, black-and-white photographs.

Power, Country and Citizenship.

NOVEMBER 1 TO NOVEMBER 17

Ying Chi Tang, photo-based printing and painting. The Gallery. Gallery hours:

Monday to Friday, 11 a.m. to 4 p.m.

ROBARTS LIBRARY German Books since 1900.

TO OCTOBER 29

The German Publishers & Booksellers Association/Frankfurt Book Fair present a touring exhibit of 3,000 books from 500 publishing houses. Main Display Area.

The University of Toronto and the Second World War.

NOVEMBER 7 TO NOVEMBER 30

Pictures, uniforms, research, videos, sponsored by Soldiers' Tower Committee. Main Display Area. Hours: Monday to Friday, 8:30 a.m. to 12 midnight; Saturday, 9 a.m. to 10 p.m.; Sunday, 1 to 10 p.m.

SCHOOL OF ARCHITECTURE & LANDSCAPE ARCHITECTURE

Terence Harkness.

TO NOVEMBER 2

Harkness' work explores cultural and physical landscape as source for landscape design. SALA Gallery, 230 College St. Gallery hours: Monday to Friday, 9 a.m. to 5 p.m.

THOMAS FISHER RARE BOOK LIBRARY

David Jones, Artist and Writer:

A Centennial Exhibition.

OCTOBER 2 TO JANUARY 2

A celebration of the 100th anniversary of the birth of David Jones, British artist and writer. Thomas Fisher Rare Book Library. Hours: Monday to Friday, 9 a.m. to 5 p.m.

VICTORIA UNIVERSITY The Coleridge Collection.

OCTOBER 23 TO NOVEMBER 30

Exhibition in conjunction with the publication of *Shorter Works and Fragments*, volume 11 in *The Collected Works of Samuel Taylor Coleridge*. E.J. Pratt Library. Hours: Monday to Thursday, 9 a.m. to 12 midnight; Friday, 9 a.m. to 6 p.m.; Saturday and Sunday, 1 to 5 p.m.

Open house. University Women's Club of Toronto, 162 St. George St. 3 to 5 p.m. Information: 979-2000.



MISCELLANY

Perspectives on Native Health: Aboriginal Women's Health.

TO TUESDAY, OCTOBER 31.

Sixth annual visiting lectureship on native health. Highlights:

TUESDAY, OCTOBER 24

Women as Consumers, Roda Grey, coordinator with Pauktuutit. 4279 Medical Sciences Building. 3:15 to 4:30 p.m.

TUESDAY, OCTOBER 31

Women as Advocates for Health, Sylvia Maracle, executive director of the Association of Ontario Friendship Centres. 4279 Medical Sciences Building. 3:15 to 4:30 p.m. For further information contact: Dr. C.P. Shah, 978-6459.

Record & Book Sale.

WEDNESDAY, NOVEMBER 1

CDs, LPs, cassettes, books and scores. Lobby, Edward Johnson Building. 11 a.m. to 5 p.m. Pre-sale, Monday, Oct. 30, E016 Faculty of Music Library. 4:30 to 7 p.m. (admission \$5). Information: 978-3734. Music

University Women's Club.

SUNDAY, NOVEMBER 5

Open house. University Women's Club of Toronto, 162 St. George St. 3 to 5 p.m. Information: 979-2000.

Lay Vocation & Leadership in the Church of the 21st Century.

MONDAYS, NOVEMBER 6

AND NOVEMBER 13

Workshops focusing on immersing perspectives on ministry for the next century. Facilitators: Eldon and Marcella Shields, educators, counsellors and consultants. Elliott MacGuigan Hall, Regis College. Registration fee: \$10. Information: 922-5474. Regis College

Memorial Service.

TUESDAY, NOVEMBER 7

A memorial service for the late Professor Emeritus Robert Duer Clayton Finch. East Hall, University College. 4 p.m. For further information call Massey College.



DEADLINES

Please note that information for Events listings must be received in writing at The Bulletin office, 21 King's College Circle, 2nd floor, by the following times:

Issue of November 6, for events taking place Nov. 6 to 20: MONDAY, OCTOBER 23.

Issue of November 20, for events taking place Nov. 20 to Dec. 11: MONDAY, NOVEMBER 6.

The John C. Polanyi Nobel Laureate Lectures

SCIENCE

and

SOCIETY

Rudolph Marcus (Chemistry, 1992)

Evolution of Basic Research and Application: A Personal View

George Olah (Chemistry, 1994)

Oil, Gas and Hydrocarbons in the 21st Century: Changes and Solutions

Arthur Schawlow (Physics, 1981)

Learning About Light

John C. Polanyi (Chemistry, 1986)

The Future of Science: A Canadian Perspective

the
future of
science

Thursday, November 16, 1995 at 2:00 pm

Convocation Hall - University of Toronto

31 King's College Circle

Free Public Lectures

Reserved Seating - Tickets required

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invites readers to submit information regarding awards and honours as well as death notices of staff and faculty. Please include as much background information as possible.

Please send, deliver, fax or e-mail the information to:

Joan Griffin
21 King's College Circle
fax, 978-1632; e-mail, joang@durutoronto.ca

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A classified ad costs \$15 for up to 35 words and \$.50 for each additional word (maximum 70). Your phone number counts as one word, but the components of your address will each be counted as a word. No charge for postal code. A cheque or money order payable to **University of Toronto** must accompany your ad. Ads must be submitted in writing, 10 days before *The Bulletin* publication date, to **Nancy Bush, Department of Public Affairs, 21 King's College Circle, 2nd Fl., Toronto, Ontario M5S 1A1.** Ads will not be accepted over the phone. To receive a timesheet and/or receipt please include a stamped self-addressed envelope. For more information please call: 978-2106.

ACCOMMODATION RENTALS AVAILABLE —METRO & AREA—

Bathurst/Dupont first floor/basement, furnished house. January 1 — April 30, 1996. Close to University, metro, shopping, restaurants. 2 bedrooms, 2 bathrooms, carpeted, fireplace, dishwasher, washer/dryer. \$1,000 per month. Call (416) 534-2550, fax (416) 534-7218.

Sabbatical rental January-July 1996. Professor's furnished house (lower half of a duplex), quiet street 5-minute walk from High Park subway station. 3 bedrooms, sun-porch, study, laundry, garage. No pets, non-smokers. Heat included. \$1,200/month + utilities. E-mail: mwinik@alchemi.chem.utoronto.ca, phone: (416) 978-6495 or 769-2916, fax: 978-0541.

Sabbatical rental, January-July 1996. Professor's furnished house, quiet tree-lined street, High Park area, near transit (30 min. to U of T), shopping, 2 bedrooms & study/nursery, laundry, garden. Garage negotiable. No pets, non-smokers. (416) 769-9291.

Admiral Road. Spacious lower-level studio apartment. Private entrance, quiet, 5 bedrooms. Available immediately. Parking available. \$795/month + hydro. (905) 822-4015 days.

January-April 1996. Professor's one-bedroom apartment. High Park area. Near subway. Call: (416) 978-6495 or 769-2916. No pets, non-smokers. Call: James, 923-6641, fax 2247.

Steps to campus, Roberts. One-bedroom apartment in renovated Victorian house. Eat-in kitchen. Large sun-deck. Furnished or unfurnished. \$800 monthly including utilities & cable TV. Available December 1 or TBA. Please call 971-6094.

Short-term, December 1, 1995 — March 1, 1996. Beautiful Cabagowen apartment, top two floors of house on quiet street. Ideal for couple + children. Hardwood floors, deck, near park, playgrounds. \$1,200/month (negotiable). 928-5927.

One-bedroom apartment available to sublet for one year starting January or February 1996. Bright, quiet, balcony, Christie & Dupont. \$595 plus utilities. 539-8632 or 326-2057.

From November 1 to April 30, 1996.

Furnished 3-bedroom townhouse, fireplace, covered parking, close to boardwalk, steps to TTC. Non-smoking, children \$1,000 per month. Phone: (416) 691-7019.

Sabbatical rental — Toronto. January 1 — August 31. At Yonge and Eglinton. Large, fully furnished and equipped, one-bedroom apartment. Six appliances, CAC, central vac. Access to outdoor patio, indoor swimming pool, whirlpool and sauna. 24-hour security. Suit 1 or couple. Non-smokers. No pets. \$1,100 + utilities. Indoor parking available. E-mail: nlabre@oise.on.ca, phone: (416) 488-8212.

Sabbatical rental January-July 1996. Professor's furnished house, quiet Annex West street, 5-minute walk to Bloor line, 35-minute walk to U of T. 3 bedrooms + study, enclosed garden, laundry. Non-smokers. \$1,100/month + utilities. (416) 531-1295, (416) 926-7145.

Executive condo. 1-bedroom, furnished, enclosed location to University (5-minute walk). Bay & St. Joseph. Recreational facilities — gym, sauna, pool, whirlpool, table tennis. Parking available. Very reasonable. Contact Margaret, day: 591-5547, evening: 488-0635.

Wilson subway. spacious, bright, immaculate, basement apartment, ceramic tiles throughout, large kitchen, fully furnished, laundry, parking. Ideal for first-smoking visiting prof. or grad. student. From 1st and last. \$500 per month. Available December. Call evenings 633-9828.

1-bedroom apartment in house, separate entrance, quiet street near Ossington station. Ground floor, large kitchen, nice backyard, also large basement (unfurnished). Single or couple, non-smokers, no pets. \$800 plus utilities (ca. \$80). 532-7737.

Beaches. Outstanding location. Short term: January-May. \$1,400/month + utilities. Fully furnished. Frontpark parking. Four bedrooms, two bathrooms. Pet-friendly smokers. Eileen Richman, Associate Broker, RE/MAX Ultimate Realty Inc., Realtor. 487-5131.

ACCOMMODATION RENTALS REQUIRED

Responsible, professional couple seeking accommodation (furnished or unfurnished) December and January (dates negotiable).

gitable). Convenient to campus or subway. Phone (905) 453-9788.

Tenured Toronto professor (F36) seeks fully furnished sublet, house/condo, or furnished house-share from late December/January through March 1996 (end date in April negotiable). On subway line, or College or Queen streetcar line. Will look after pets, plants, etc. References can be provided. Maximum rent \$900. Please fax (312) 988-6579 if you have or know of anything that might be available for that period.

Subtenant requires furnished one-bedroom or studio apartment within walking distance of University or short subway ride. From November 1 to April 30. Would consider January 1 to April 30. 929-9634 after six.

Wanted: small furnished apartment for single, non-smoking visiting professor. January-April 1996. Please call Gavin Smith, 533-6850.

ACCOMMODATION OVERSEAS

France, French Riviera in Nice, (sea and mountains) beautiful apartment, all equipped and furnished for 2 persons, with view and balcony. For rent for 2.3 weeks or 12.3 months. For information call evenings (905) 274-9085.

Paris, Ile St. Louis. furnished apartment in historic 17thc mansion minutes to major museums, libraries, archives. Two rooms plus mezzanine, bathroom, kitchen, calm, sunny, TV, laundry, fax. Available January through June 1996. (416) 961-4160. Fax (416) 961-0162.

VACATION / LEISURE

Muskoka cottage for rent near Gravenhurst, 1½ hours from Toronto, Sunny Lake. 3 bedrooms, sandy beach, fully winterized, wood stove, large, modern, great view, ideal for weekends/weekdays, good road access yet wonderfully private. (416) 782-4530.

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PERSONAL COUNSELLING in a caring, confidential environment. U of T staff extended health care benefits provide excellent coverage. Dr. Ellen Greenberg, Registered Psychologist. The Medical Arts Building, 170 St. George Street, 961-3683.

INDIVIDUAL & COUPLE THERAPY. Experienced in brief and long-term therapies. Extended health benefits provide full coverage for U of T staff. Dr. Gale Bidfeld, Registered Psychologist, C.M. Hincks Institute, 114 Maitland Street (near Wellesley and Jarvis), 972-6789.

Violet Head, Registered Psychologist. Individual, couples and group psychotherapy. Work with other cultures, women's issues, addictions, depression, etc. U of T staff health benefits cover cost. 200 St. Clair Ave. W., Suite 404, Toronto M4V 1R1. 922-7260.

Individual psychotherapy for adults. Evening hours available. Extended benefits coverage for U of T staff. Dr. Paula Gardner, Registered Psychologist, 114 Maitland Street (Wellesley and Jarvis), 469-6317.

Individual cognitive behavioural psychotherapy. Practice focussing on eating disorders, depression, anxiety and women's issues. U of T staff extended health care benefits provide full coverage. Dr. Janet Clewes, Registered

Psychologist, 173 St. Clair Avenue West (St. Clair and Avenue Road), 929-3084.

DR. BERNIE SIEGEL. The Psychology of Illness and the Art of Healing, December 1, Convocation Hall, U of T. Ticketmaster (416) 872-1111. Love Medicine and Miracles, all-day workshop, December 2, limited registration. 8 study credits CPSC, information: (905) 508-9769.

Dr. Jeffrey Price, Registered Psychologist. offers individual and couple therapy, vocational and psycho-educational assessments and career counselling. Day or evening appointments. Extended health care benefits for U of T staff provide full coverage for most psychological services. 779 Spadina Road, 787-9335.

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Dr. Daniel Fitzgerald, Registered Psychologist. 62 Charles Street East, Toronto (near St. George campus). (416) 944-0144.

Psychologist providing individual, group and couple therapy. Personal and relationship issues. U of T extended health plan covers psychological services. For a consultation call Dr. Heather A. White, 535-9432, 140 Albany Avenue (Bathurst/Bloor).

Individual & couple therapy. Brief or long-term therapy available. Special interest in women's issues. Extended health care benefits cover cost for U of T staff. Dr. Linda Winter, Registered Psychologist, 2014A Queen St. East. 691-1071.

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Department of Physiology

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Evolutionary origins, biosynthesis and actions
of insulin and the insulin-like growth factors

DONALD F. STEINER
DEPARTMENT OF BIOCHEMISTRY & MOLECULAR BIOLOGY
THE UNIVERSITY OF CHICAGO

Thursday, November 2, 1995 at 4:53:30 p.m.
Medical Sciences Building, Room 2158

Reception to follow lecture
This lecture is open, without charge, to members of the public

1995 Alexander Lectures

GILLIAN BEER
Cambridge University

SCALING THE ISLANDS

Monday, October 23
Tuesday, October 24
Wednesday, October 25
Thursday, October 26

What Seas What Shores
Darwin as Gulliver
The Goat in the Cave
Ebb-tide and Empire

4:30 pm, Room 140, University College
15 King's College Circle, University of Toronto
Members of the staff, students and the public are cordially invited.

The Alexander Lectures are supported through the generosity of the Alexander Lectures Fund, the University College Alumni Association and bequests from the Jean Stewart Coupe and Helen S. Stewart Estates.

RESEARCH NOTICES

For further information and application forms for the following agencies, please contact UTRS at 978-2163.

GENERAL

COMMUNITY OF SCIENCE
UTRS is building a database of all university researchers and their areas of scientific and technical expertise. You may now add your entry to this database by using the World Wide Web application on the Internet.

HUMANITIES & SOCIAL SCIENCES

CALGARY INSTITUTE FOR THE HUMANITIES
Senior research fellowships are intended for applicants who are retiring but wish to continue research in disciplines such as languages, literature, philosophy and history as well as the philosophical and historical aspects of the social sciences, arts, sciences and professional studies. Any faculty member of any university is eligible to apply in the year prior to or any year following regular or early retirement. Deadline is November 30.

JAMES MCKEIN CATTILL FUND
Eligible applicants for substantial awards must meet all the following requirements: psychologist, faculty member at a college or university in Canada or the United States in a tenured or tenure-track position and eligible for sabbatical leave the following September. Awards are intended to supplement sabbatical leave salaries. Deadline is December 1.

GLENN GOULD FOUNDATION
\$50,000 may be awarded to an individual from any country who has earned international recognition as the result of making an exceptional contribution to music and its communication. Individuals must be nominated by three specialists in the nominee's field or in a related field. Deadline is November 30.

ROYAL ONTARIO MUSEUM
The annual Veronika Gervers research

fellowship in textile and costume history (up to \$9,000) is awarded to a scholar working on any aspect of textile or costume history whose research makes direct use of or supports any part of the ROM collections. For further information contact: Chair, Veronika Gervers Memorial Fellowship, Textile Department, Royal Ontario Museum, 100 Queen's Park, Toronto, Ont. M5S 2C6 (586-5790). Deadline is November 15.

INTERNATIONAL CANADA COUNCIL
The John G. Diefenbaker Award enables a distinguished German scholar to spend up to 12 months in Canada, including brief periods in the US. While research must be the primary activity the recipient will also be encouraged to participate in the activities of the host institution and to interact with the research communities in Canada and the US, with Foreign Affairs & International Trade Canada, SSHRC and the Humboldt Foundation. The award is offered in any of the disciplines of the social sciences and humanities. Candidates must be nominated by a host institution in Canada. Deadline is November 30.

LADY DAVIS FELLOWSHIP TRUST
Graduate fellowships: Only students who are enrolled in a PhD program overseas are eligible to apply for the fellowship at the Hebrew University. Applicants to the Technion must have completed their studies with excellent marks. Post-doctoral fellowships: candidates may apply not later than three years after completion of their PhD dissertation. Visiting professorships are intended for candidates with the rank of full or associate professor at their own institutions. All fellowship awards are subject to the candidate's being accepted by the

respective institution. Deadline is November 30.

INTERNATIONAL COUNCIL FOR CANADIAN STUDIES
The Commonwealth Scholarship Plan offers awards for graduate study abroad. The following countries offer scholarships to Canadian citizens and certain permanent residents of Canada: Australia, Brunei Darussalam, India, New Zealand, Nigeria, UK. Deadlines are December 31 for Australia and New Zealand; all others, October 31.

JAPAN FOUNDATION
The special grants program for Japanese studies in Canada includes the following: staff expansion grants; post-doctoral fellowships; visiting professorships; and scholarly reorientation. The foundation's Tanaka Fund offers continuing position grants and visiting language lectureships grants. Other programs are also offered. For details on all programs call Tom Fleming, 978-1870. Deadline is November 13.

RESEARCH INSTITUTE OF INNOVATIVE TECHNOLOGY FOR THE EARTH
RITE is inviting basic research proposals dealing with global environmental problems. Also research proposals deemed to contribute significantly to the resolution of global environmental problems will be considered in the form of entrusted research. Call Tom Fleming, 978-1870, for details. Deadline is December 1.

ROCKEFELLER FOUNDATION
The programs of the foundation are carried out through grants and fellowships. Areas of interest include agricultural sciences, health sciences, population sciences, arts and humanities, equal opportunity, school reform and international security.

Awards include advanced training fellowships, biotechnology career fellowships, African dissertation internship awards and environmental research fellowships in international agriculture. For details call Tom Fleming, 978-1870. Applications for all programs may be submitted at any time.

UNITED STATES INFORMATION AGENCY
The USIA college and university affiliations program supports partnerships between US and foreign institutions of higher education in the arts, humanities, and social sciences. Information on programs is now available on the USIA site on the Internet at <http://www.usia.gov> or gopher.usia.gov. Proposal must come from an American institution. Deadline is November 9.

CENTRE FOR RESEARCH ON NORTH AMERICA
CISNM invites students working on their MA thesis or PhD dissertation to a research sojourn in Mexico City for three to six months. Every candidate must submit a project of comparative research, dealing with the Mexican and Canadian contexts, and must write at least an article or a research paper by the end of the sojourn period. Applications may be submitted at any time. For further information contact: Dr. Julian Castro-Rea, Centro de Investigaciones sobre America del Norte, Torre II de Humanidades, piso 11, Ciudad Universitaria, D.F. 04510, Mexico Tel.: (525) 623-0307 or 623-0308; fax: (525) 550-0379; e-mail: jceas@servidor.unam.mx.

MEDICINE & LIFE SCIENCES AMERICAN HEALTH ASSISTANCE FOUNDATION
The foundation supports basic research on

the causes or treatment of age-related and degenerative diseases. The national glaucoma research program offers funding for research related to the understanding of glaucoma and therapy of the disease process in glaucoma. Deadline is November 30.

AMERICAN LUNG ASSOCIATION
The association offers awards aimed at the conquest of lung disease, the promotion of lung health and the development of academic scientists. Funding programs include research grants and the Dalsemer research scholar award. Eligible candidates for most categories should be US citizens training in US or Canadian institutions, Canadian citizens, or permanent residents of the US training in US institutions. Please consult the current guidebook for further details. Applications must be obtained directly from the association. Deadline is November 1.

ARTHRITIS SOCIETY
Certain restrictions have been imposed on some 1996-97 awards including temporary moratoriums on some categories. Please review the society's 1996-97 regulations before submitting applications.

CANADIAN DIABETES ASSOCIATION
New application forms and guides for 1995-96 have been issued. Only application forms marked Revised July 1995 should be used. Deadline for operating grants is November 1, for fellowship and scholarships, December 1.

CANADIAN FITNESS & LIFESTYLE RESEARCH INSTITUTE
The funds available in support of new projects have decreased dramatically and it is anticipated that approximately five new projects may be funded. The



Through the efforts of hundreds of staff, faculty and students around the University, the prospective students, alumni and community saw U of T at its best. Thank you for your hard work and support.

Thank you also to our generous sponsors:



- We also wish to thank: Bowlerama • Ontario Science Centre • Loblaw's • Mr. Grocer • McDonald's • Hostess/Frito Lay • General Foods • Proctor and Gamble • Kapy Stables • Crayola • Treasure Island Toys Ltd. • Shoppers Drug Mart • Primo Foods Ltd. • Paper Peddlers • Spinello Trattoria • Atlas Paper Bags • New Heights • Myers Apples • Mirth, Mystery and Magic

Don't miss next year's U of T Day: mark October 5, 1996 on your calendars now.

FOR INFORMATION ON U OF T DAY CALL PETER O'BRIEN,
MANAGER OF COMMUNITY RELATIONS, 978-7714, FAX 978-3958.

RESEARCH NOTICES

institute invites the submission of letters of intent to support research concerning active living/physical activity, fitness, lifestyle and health. Details of the priority areas are available at UTRS. Deadline for letters of intent is December 1. Fax copies are not acceptable.

CANADIAN GENOME ANALYSIS & TECHNOLOGY PROGRAM

The Medical, Ethical, Legal, Social Issues Committee of the CGAT Program has announced requests for the preparation of background papers in the following three topic areas: commercialization and human genetics in Canada; comparative/international positions and recommendations on human genetics and biotechnology and human genetics. Applications will be accepted from individuals or groups from academic or industrial institutions. The requirement for a letter of intent is waived for this RFP only. Deadline is October 31.

CANADIAN THORACIC SOCIETY/CANADIAN LUNG ASSOCIATION

The deadline for Glaxo Canada Inc., the Canadian Lung Association and the Canadian Thoracic Society fellowships is November 15. The Canadian Thoracic Society/Canadian Lung Association fellowships are offered to candidates who have an MD, PhD or equivalent and are enrolled in a research training program in the respiratory field in a Canadian institution. Applicants who hold an academic position or the equivalent are not eligible. Application is by MRC 18. Mark clearly on the form and the accompanying cover sheet that the application is to be entered into the MRC/CLA competition. Deadline is November 15.

EPLEPSY CANADA

The goal of the Epilepsy Canada/Parke-Davis Canada research fellowship is to develop expertise in clinical or basic epilepsy research and to enhance the quality of care for epilepsy patients in Canada. The fellowship is offered as a training program and is not intended for individuals holding a faculty appointment. Research must be carried out at a Canadian facility with ongoing clinical and research programs in epilepsy, with emphasis on the study of epilepsy itself. Deadline is December 1.

HOWARD HUGHES MEDICAL INSTITUTE

The institute has established a number of fellowship programs that support training in fundamental biological and biomedical research. Awards focus on research directed towards understanding basic biological processes and disease mechanisms. The 1996 pre-doctoral fellowships in biological sciences are open to students who have completed less than one year of graduate study towards MSc or PhD in biological science. Students who hold or are pursuing medical or dental degrees are also eligible to apply. Students with US citizenship may take the fellowship abroad, non-US citizens must study in the US. Deadline is November 3.

LUNG ASSOCIATION

The association promotes research into any form of lung or chronic lung diseases. Research may include clinical investigation, pathology, immunology, pulmonary physiology and function and the sociological aspects of disease and disease prevention. Awards include Canadian Physiotherapy Cardio-Respiratory Society research grants, fellowships and studentships and Canadian Nurses' Respiratory Society research grants and fellowships. Deadline is November 1.

ONTARIO MENTAL HEALTH FOUNDATION

The foundation supports research work that deals with any of the biological, psychological or social factors that either foster mental health or lead to mental disorder. Fellowships are offered in various categories: senior research

fellowships; new faculty research fellowships; research training/post-doctoral fellowships; travelling fellowships. All awards are restricted to Canadian citizens and landed immigrants resident in Ontario. Deadline is November 24.

PHYSICIANS' SERVICES INC. FOUNDATION

The foundation offers support towards the education of practising physicians and health research. Funding for education is restricted and operated directly by the foundation. The priority areas of research are: clinical research, medical education research and development at the post-MD level; health systems and community-based research. Applications will be considered only where a practising physician is actively involved. There are specific restrictions relating to applicant eligibility, types of support and maximum amount; investigators are advised to read the foundation's current guide that forms part of the revised application form (G1-02-95). Deadline is November 29.

U OF T, LIFE SCIENCES COMMITTEE

The Life Sciences Committee is under review and all programs usually administered by the committee are on hold for the balance of the 1995-96 grant year. Any announcement regarding the 1995 Dales and 1995 Cram awards competitions will be made with a minimum of two months' lead time before the submission deadline.

WHITAKER FOUNDATION

The foundation encourages and supports research and training in biomedical engineering. Applications are invited from biomedical investigators who are relatively early in their research careers and whose medical research projects substantially involve the innovative use of engineering techniques or principles. Initial application is by submission of a preliminary proposal. Deadline is December 1.

PHYSICAL SCIENCES & ENGINEERING

DEPARTMENT OF INDIAN & NORTHERN AFFAIRS

The northern scientific training program supports scientific training provided by Canadian universities that gives students professional experience in the Canadian north and encourages them to develop a commitment to northern work. Northern training grants are directed towards graduate students and senior undergraduate students. For further details, contact Prof. R.L. Jefferies, chair of the Arctic Working Group, Department of Botany, at 978-3534 or by fax at 978-5878. Deadline is November 15.

LINK FOUNDATION

The objective of the energy fellowship program is to foster energy research; to enhance both the theoretical and practical knowledge and application of energy research; and to disseminate the results of that research through technical seminars and publications. Awards will be made to doctoral students in academic institutions based on an application in the form of a research proposal. Preference will be shown to proposals dealing directly with energy and that explore ideas not yet fully tested. Ideas that can be implemented in the relatively near term will be given priority. Deadline is December 1.

NATURAL SCIENCES & ENGINEERING RESEARCH COUNCIL

NSERC/Agriculture & Agri-Food Canada research partnership program:

Agriculture Canada & Agri-Food Canada and NSERC will each provide funding at a level that may not exceed the industrial cash contribution, to a maximum of \$50,000 each per year. Maximum level of matching is not automatic. The need for funds and the level of student support are criteria that will determine the exact level of support. The main purpose of the program is to support graduate students and post-

doctoral fellows working on projects that address the following priority research areas: global competitiveness; environmental sustainability; social responsibility. *NSERC/NSERC advanced system research (ASRA) partnership program:* the intent of this new program is to promote university-industry research projects, using state-of-the-art research facilities, that will focus on a wide range of flight mechanics, flight systems and pilot-aircraft human factor R&D activities. NSERC and NSERC will support jointly approved university projects, consistent with the priority research needs of the aerospace community, by providing access to ASRA over a six-week period. This is a funding access program and not a funding program. Industrial participation is strongly encouraged but is not a prerequisite for consideration. Both deadlines, December 1.

NORTH ATLANTIC TREATY ORGANIZATION

Collaborative research grants give assistance with joint projects being carried out between research teams in universities or research institutions in different NATO countries (Belgium, Canada, Denmark, France, Germany, Greece, Iceland, Italy, Luxembourg, Netherlands, Norway, Portugal, Spain, Turkey, United Kingdom, United States) that rely for basic costs on national funding but where the costs for international collaboration cannot be met from other sources. All fields of science are eligible but emphasis is given to fundamental aspects rather than to technological development. Preference is given to projects where the expertise, facilities and data sources of the research team are complementary. Deadline is November 30.

UPCOMING DEADLINES

OCTOBER 25

Shastri Indo-Canadian Institute — summer student program

OCTOBER 30

Canada-US Fulbright Program — American graduate students
American Heritage — international heritage languages program
Canadian special studies directorate research grants
Canadian Lung Association — research, fellowships, studentships
DAAD/German Academic Exchange — study visit research grants for faculty, research grants for recent PhD's and PhD candidates, Leo Back Institute fellowships

NOVEMBER 1

Alberta Agricultural Research Institute — research grants
Asthma Society of Canada — research grants
Canadian Heritage — international heritage languages program
Canadian special studies directorate research grants
Canadian Lung Association — research, fellowships, studentships
DAAD/German Academic Exchange — study visit research grants for faculty, research grants for recent PhD's and PhD candidates, Leo Back Institute fellowships

NOVEMBER 24

Epilepsy Foundation — research grants
Hannah Institute — fellowships, grants-in-aid, scholarships
Health Canada — NHRDP/MRC AIDS initiative
Hereditary Disease Foundation — research grants (intent)
International Society of Arboriculture — research grants
National Institute of Nutrition — post-doctoral fellowships
Ontario Mental Health Foundation — publication, conferences, special events
Ontario Respiratory Care Society — research grants
Sandoz Foundation for Gerontological Research — research grants
SSHRC — aid to occasional research conferences, international congresses in Canada

NOVEMBER 29

NSERC/NATO — science fellowships (internal deadline)

PHD ORALS

Graduate faculty please call the PhD examinations office at 978-5258 for information regarding time and location for these listings.

WEDNESDAY, OCTOBER 18

Paul Vincent Murphy, Department of History, "Cardinal Ercole Gonzaga and Catholic Reform in 16th-Century Italy, 1505-1563." Prof. J.F. Grendler.

THURSDAY, OCTOBER 19

Milos Brkic, Department of Physics, "A Study of Leading Neutrons in γ Collisions at HERA." Prof. J.F. Martin.

FRIDAY, OCTOBER 20

Hervina Noreen Smith Dashwood, Department of Political Science, "The Political Economy of Transformation: The Evolution of Zimbabwe's Development Strategy, 1980-1991." Prof. R. Matthews.

RAYMOND K.G. NAKAMURA

Department of Zoology, "A Current Affair: The Role of Hydrodynamics in the Ecology and Evolution of the Pacific Sand Dollar, *Dendraster excentricus* (Echscholtz)/Clypeasteroida: Scutellina." Prof. G.M. Telford.

MONDAY, OCTOBER 23

Mark Andrew Lewis, Department of History, "Preachers of Sound Doctrine, Followers of the True Religion, and Learned: The Social Impact of the Jesuit College of Naples, 1552-1600." Prof. P. Grendler.

WEDNESDAY, OCTOBER 25

Shing Leung Chan, Department of Biochemistry, "Transcriptional Regulation of the Gene Encoding the Winter Flounder Antifreeze Protein." Prof. K. Hew.

JOHN RUSSELL GRAHAM, FACULTY OF SOCIAL WORK

"A History of the University of Toronto School of Social Work." Prof. A. Irving.

JOAO ANTONIO TELLES, DEPARTMENT OF EDUCATION

"Being a Language Teacher: Stories of Critical Reflection on Language and Pedagogy." Prof. P. Diamond.

Ji-Ping Yang, Department of Chemistry

"The Development of Improved and More User Friendly Pulse Sequences and Software for 2D NMR." Prof. W. F. Reynolds.

THURSDAY, OCTOBER 26

Wendy Alison Naimark, Faculty of Dentistry,

"Structural/Functional Relationships in Mammalian Pericardial Tissue: Implications for Comparative and Developmental Physiology."

Prof. J.M. Lee.

FRIDAY, OCTOBER 27

Hope Lampert Burnam, Centre for Medieval Studies, "The Alphabetum Catholiconum of Amaludus of Villanova: An Edition and Study." Prof. R.E. Sinkewicz.

Bartholomew John Harvey, Department of Community Health

"Assessments of Breast Self-Examination (BSE) and Recall Bias within the National Breast Screening Study." Prof. T. Miller.

Meenaz Kassam, Department of Sociology

"The Birth of the Work Ethos in Ontario 1885-1910: The Social Construction of Attitudes towards Work and the Working People." Prof. M. Baldu.

Glenn Louis Moulaison, Department of French Language & Literature

"Une saison en enfer d'Arthur Rimbaud: Épopée pour une sensibilité moderne." Prof. R. Le Huenen.

Christian Sood, Faculty of Pharmacy

"Molecular Cytotoxic Mechanisms of 2-Chloroacetaldehyde." Prof. P.J. O'Brien.

MONDAY, OCTOBER 30

Guanjun Liu, Department of Mechanical Engineering, "Robust Control of Robot Manipulators: Theory and Experiments." Prof. A.A. Goldenberg.

William Wing Leung Tam, Department of Chemistry

"Transition Metal Catalyzed [2n+2r+2s] and [2n+2r+4n] Cycloadditions of Bicyclo [2.2.1] Hepta-2,5-Dienes: Scope and Applications." Prof. M. Louts.

TUESDAY, OCTOBER 31

Roger O'Neil Ebanks, Department of Biochemistry, "Studies on the Localization and Characterization of the C5 and C2 Binding Sites in the Fourth Component of Complement." Prof. D. Isenman.

COMMITTEES

REVIEW

CENTRE FOR SOUTH ASIAN STUDIES

A committee has been established to review the Centre for South Asian Studies. Members are: Professor Susan Howson, associate dean, Division II, School of Graduate Studies (chair); Professor Victor Falkenberg, Department of East Asian Studies; Roberto Frank, Centre for Medieval Studies; Susan Horton, associate dean, social sciences, Faculty of Arts & Science; Milton Leach, Department of

History; James Kippen, Faculty of Music; Joseph O'Connell, Centre for the Study of Religion; and Ronald Sweet, Department of Near Eastern Studies and Paul Raymond, graduate student, Department of Philosophy, and Bernadette Longenecker, School of Graduate Studies (secretary).

The committee would be pleased to receive submissions from interested persons until November 22. Submissions should be sent to Bernadette Longenecker at the School of Graduate Studies, 65 St. George St.

OUR COMMON SENSE REVOLUTION

We must show the value of universities in words and ways that people understand

BY SUSAN BLOCH-NEVITTE

THE UNIVERSITY OF TORONTO AND ONTARIO'S OTHER universities and colleges have but a few weeks remaining before the Harris government outlines the implementation of its \$400 million (or more) cut to the province's post-secondary system.

In preparation for this event it might be useful to take a look at Alberta, now in the midst of a three-year, 21 percent cut to its post-secondary system.

Universities there warned of larger classes, more sessionals, brain drain to other provinces or other countries, fewer essay exams, rudiments over richness — Albertans and their government heard it all but their indifference in the heat of deficit reduction was resounding. Premier Ralph Klein seized on a phrase during the height of his cost cutting that was as accurate as it was annoying. He said that he refused to blink. Apparently a majority of Albertans shared his "vision."

Not that they didn't care about quality. They just cared more about results, and despite a dutiful past of meetings, brochures, annual reports and press releases, universities still neglected to tell them what they really wanted to know. So Albertans were ripe for a government promising performance measures they could understand — accessibility and retention, research revenues, employment success, graduate attitudes on program satisfaction, economic and social impact of the academic process — measures similar to those that the Council of Ontario Universities is labouring to produce at the moment.

The growth of corporate-style performance measures in the public sector, a greater emphasis on vocational education and the record-breaking sales of the *Maclean's* university ranking edition are among the outward signs that the Canadian public wants to know what difference a university education makes, how one institution differs from another in the process, and, when the day is done, how we're better off for the time and money spent on it all.

There's still time for universities to render themselves less attractive to the deficit-reduction weaponry of the 90s, even as the blade glisters overhead. Clear and concise information about the value of higher education may not do much to soften the blow, but it will ensure Canadians know what they have and what they have to lose when the next fiscal knight comes charging into Alberta, into Queen's Park, into Ottawa.

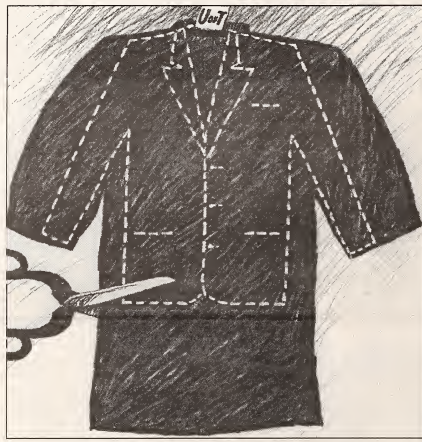
Universities should start with their students. What do students want from their post-secondary education? Jobs, recent surveys suggest. More than 75 percent of 1994 first-year Victoria College students rated a better job as very important in their decision to enter university. In 1993 when Environics asked Canadians whether they'd advise a young person to pursue post-secondary education at a trade school or a university offering a cooperative (apprenticeship) program, 49 percent said they'd recommend the trade school, versus 41 percent for university. What do we know about the workplace success of our graduates and what role did their university education play, regardless of their area of study?

Universities need to know just how willing Canadians are to pour more money into post-secondary education. The 1993 Environics poll suggests that more than three-quarters of them believe universities should better manage the money they already have. And while a recent Ontario Institute for Studies in Education survey reports that 54 percent of Canadians support more funding for education, a mere 13 percent of corporate executive respondents hold that opinion. What are universities doing to show they are efficient as well as effective and whom should they be convincing? How will universities prove that they aren't mitigating funding losses on the backs of students?

How important is quality, especially if maintaining that quality means reduced access? Environics found that almost 60 percent of Canadians, if forced, would choose adequate quality for the many over higher quality for the few. Broken down

by major cities, the survey indicated that even Toronto respondents — who live next door to the university that intends to make "programs of excellent quality" central to its mission — mustered only 37 percent support for "higher quality for fewer students." What does excellent quality mean and how can U of T ensure that starting with its local community, people are sufficiently passionate about excellent quality that they'd be willing to restrict enrolment just to keep it?

Central to the Department of Public Affairs' communication strategy for U of T — one that would suit almost any beleaguered public institution today — are four key words: accountability, distinctiveness, relevance and responsiveness. Every article we consider, every press release we prepare is



measured according to its ability to advance U of T in terms of these four areas. In doing so we intend to support the University's mission, that of "an internationally significant research university with undergraduate, graduate and professional programs of excellent quality."

Our illustration of excellent quality is an institution that is responsive to its communities in terms of the programs it offers and its willingness to listen. We show U of T as a place that

ACCOUNTABILITY, DISTINCTIVENESS,
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is relevant to the students it serves, that offers innovative programs and an international perspective, that is accountable to its funding partners, that has faculty and graduates who are better than the rest and are having an impact worldwide. Such an institution is well positioned to seek increased private sector support.

The strategy is well under way, built on the initiatives of many. • Coverage of the Faculty of Management's new building has focused not on bricks and mortar but the signs of a distinctive new era in business education and the donors who saw

innovation worth supporting.

• In its editorial component of the upcoming university ranking edition, *Maclean's* will devote at least a few column inches to the Faculty of Arts & Science's innovative 199Y and 299Y courses because the seminar-style classes and research opportunities distinguish U of T from any university anywhere else.

• Provincial government officials were key guests at the unveiling of McW@T this month, the Faculty of Applied Science & Engineering's videoconference classroom linking U of T, McMaster and Waterloo. The message was institutional cooperation, improved access and technology that holds promise for more of the same.

• Neering publication is a brochure that underscores both the role and relevance of research and development to Canadians. Its title is self-explanatory: Knowledge, Power, Progress.

These are just a few of our initiatives, some of them under way long before they could be considered reactionary or defensive. But each is now integral to a strategy that in another less painful time could well have been called a Common Sense Revolution. It's the straight goods in a plain brown wrapper. It's a way of celebrating achievement by linking it to impacts that people can understand. And it's very democratic. Every academic and support division of the University can play a role. Among the opportunities:

• Make maximum use of news stories that speak of efficiencies, distinctions and innovations by clipping and sending them to your corporate partners, your donors, your MPP. Attach a brief personal note.

• Consider regular faculty or department-based exit or post-graduate surveys to gauge program satisfaction and career relevance. Aside from its value to program planning and relationship building among alumni, such information is what performance measure is supposed to be all about.

• Use your in-house and alumni newsletters to inform colleagues and friends about program and research linkages with community groups and corporate partners. By emphasizing U of T's connections you point out the full impact of reduced resources.

• Celebrate efficiency wherever it occurs, through administrative streamlining to interdepartmental/institutional cooperation. In Alberta many people assumed it was the heavy hand of government that forced public sector institutions to think of efficiency and cost cooperatively. Alberta's universities had been doing it for years but it wasn't something you talked about.

• Think firsts and bests and don't be shy about bragging them. The University of Saskatchewan staged a stridently celebratory campaign a few years back that included a video and poster, aptly titled *Firsts and Bests*. The campaign, built on the work of students, faculty, staff and alumni, may have looked overtly self-congratulatory to some back then. Now it seems almost prescient.

• Don't just tell us. Tell them. Word of mouth ranks as one of the primary ways people get information about anything. Put a message on your voice mail about a U of T innovation and why it matters. Tell your friends, your donors and your corporate partners about the value of what you do. They have more credibility than any of us when money's tight and post-secondary education is seen as just another interest group.

Will any of this have an impact on the immediate fiscal future of Ontario's colleges and universities? More than a march on Queen's Park and less than it might have a decade ago. But reduced resources have a habit of bringing priorities into focus. If anything good emerges from the mid-November economic statement, it might well be that public sector institutions found the words their publics would understand and act upon, in good times and in bad. In the Klein vernacular, they might even blink.

Susan Bloch-Nevitte is director of the Department of Public Affairs at U of T. She held the same position at the University of Calgary from 1985 to March 1995.